

**Headquarters, U.S.
Marine Corps**

**MCO P1700.27A
PCN 10202320700**



MARINE CORPS COMMUNITY SERVICES POLICY MANUAL (SHORT TITLE: MCCS POLICY MANUAL)

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited

C 1
C 2, C 3, C 4 X



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380-0001

MCO P1700.27A

MR

08 Nov 99

MARINE CORPS ORDER P1700.27A

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS COMMUNITY SERVICES POLICY MANUAL (SHORT
TITLE: MCCS POLICY MANUAL)

Ref: (a) MCO P1700.28
(b) MCO P1700.24B
(c) DoD Directive 7000.14-R (Volume 13)
(d) NAVSO P1000
(e) MCO P7010.1
(f) MCO 1754.6
(g) MCO 7042.6B
(h) MCO 5760.4B
(i) MCO 5040.6F
(j) MCO P5300.9C
(k) SECNAVINST 5720.44
(l) DoD 5500.7-R
(m) MCO P4066.17
(n) MCO P1700.30
(o) MCO P1754.4A
(p) MCO 1560.25C
(q) MCO P1710.30D
(r) MCO 1700.29
(s) MCO P11240.106B
(t) MCO 8300.1
(u) MCO P11000.12
(v) MCO P7010.2
(w) MCO 7510.2E

Encl: (1) LOCATOR SHEET

1. Purpose. To publish policies for Marine Corps Community Services Programs to enhance the quality of life (QOL) for the military community, regardless of geographic location, and to support commanders efforts in the prevention and resolution of problems that detract from readiness. This Manual contains significant changes and should be reviewed in its entirety.

2. Cancellation. MCO P1700.27 and MCO P7000.22.

3. Background. In 1998, I directed the establishment of the Marine Corps Community Services (MCCS) Program at all bases and

DISTRIBUTION STATEMENT A: Approved for public release;
distribution is unlimited.

08 Nov 99

stations. As a result of the merger of the Morale, Welfare and Recreation (MWR), Family Services and Voluntary Education Programs, this Manual codifies and gives further guidance regarding the organization and policies in this new organization.

4. Waivers. Waiver of the policies contained in this Manual must be authorized in writing from CMC (MR). All policy waivers will be requested and issued through normal Marine Corps channels.

5. Definitions. Terms used in this Manual are defined in Appendix A.

6. Recommendations. Recommendations concerning the contents of this Manual are invited. Such recommendations will be sent to the CMC (MR) via the chain of command.

7. Reserve Applicability. This Manual is applicable to the Marine Corps Reserve while on active duty or upon mobilization.

8. Certification. Reviewed and approved this date.



J. L. JONES

DISTRIBUTION: PCN 10202320700

Copy to: 7000110 (55)
8145005 (2)
7000144/8145001 (1)

LOCATOR SHEET

Subj: MARINE CORPS COMMUNITY SERVICES POLICY MANUAL

Location: _____
(Indicate the location(s) of the copy(ies) of this Manual)

ENCLOSURE (1)

MCCS POLICY MANUAL

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Entering Incorporated Change

MCCS POLICY MANUAL

CONTENTS

CHAPTER

- 1 GENERAL POLICY
- 2 MCCS PROGRAM OPERATION
- 3 MCCS PROGRAM SUPPORT

APPENDIX

- A DEFINITIONS
- B MCCS ACTIVITIES
- C MCCS ACTIVITY APF SUPPORT TABLE OF AUTHORIZATION

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

	<u>PARAGRAPH</u>	<u>PAGE</u>
PURPOSE	1000	1-5
BACKGROUND	1001	1-6
DEFINITIONS	1002	1-6

SECTION 1: ROLES AND RESPONSIBILITIES

PURPOSE OF MANUAL	1100	1-7
PURPOSE OF MCCS PROGRAMS	1101	1-7
MCCS BOARD OF DIRECTORS	1102	1-8
DIRECTOR, PERSONAL AND FAMILY READINESS DIVISION	1103	1-10
COMMANDER/COMMANDER SUPPORTING ESTABLISHMENT RESPONSIBILITIES (MAJOR COMMANDERS)	1104	1-12
INSTALLATION COMMANDER RESPONSIBILITIES	1105	1-12
COMMAND ASSISTANT CHIEF OF STAFF (AC/S) OR DIRECTOR AND MCCS CUSTODIAN RESPONSIBILITIES.. ..	1106	1-15
PROGRAM MANAGER RESPONSIBILITIES	1107	1-16
FIDUCIARY RESPONSIBILITY	1108	1-18

SECTION 2: ELIGIBILITY

GENERAL	1200	1-19
ELIGIBLE USERS	1201	1-21

MCCS POLICY MANUAL

	<u>PARAGRAPH</u>	<u>PAGE</u>
IDENTIFICATION OF ELIGIBLE USERS	1202	1-24
SECTION 3: MCCS RESOURCING		
GENERAL	1300	1-27
ORGANIZATION	1301	1-27
CATEGORIES OF MCCS	1302	1-27
APPROPRIATED FUND SUPPORT	1303	1-28
DIRECT APF SUPPORT	1304	1-29
INDIRECT APF SUPPORT	1305	1-30
SINGLE NAFI	1306	1-30
MCCS NAF FINANCIAL MANAGEMENT	1307	1-30
MCCS NAF ACCOUNTING SYSTEM	1308	1-31
NAF ACCOUNTING YEAR	1309	1-32
MCCS NAF FINANCIAL AND CAPITALIZATION STANDARDS	1310	1-32
PLANS AND BUDGETS	1311	1-34
REVENUE GENERATORS FOR ASSESSMENT PURPOSES	1312	1-35
NAF MCCS PROGRAM FUNDING	1313	1-36
PROPER EXPENDITURES OF MCCS NAF	1314	1-36
RESTRICTIONS ON THE USE OF NAF	1315	1-38
UTILIZATION SUPPORT AND ACCOUNTABILITY (USA) PRACTICE	1316	1-39

MCCS POLICY MANUAL

SECTION 4: OTHER GENERAL POLICY

	<u>PARAGRAPH</u>	<u>PAGE</u>
INSPECTIONS	1400	1-41
STAFFING	1401	1-41
UNAUTHORIZED ACTIVITIES	1402	1-43
ALCOHOLIC BEVERAGES	1403	1-43
WAIVERS AND OTHER DEVIATIONS FROM POLICY	1404	1-43
FUNDRAISING EVENTS	1405	1-44

SECTION 5: MEASURES OF EFFECTIVENESS

MEASURES OF EFFECTIVENESS (MOE'S)	1500	1-45
INCREASE MARINES OVERALL LIFE SATISFACTION	1501	1-46
IMPROVE THE PERCENTAGE OF MARINES LIVING A HEALTHY LIFESTYLE	1502	1-47
REDUCED PROBLEMS FOR COMMANDERS	1503	1-47
BUSINESS OPERATIONS	1504	1-49
RESOURCE MANAGEMENT	1505	1-50
OTHER	1506	1-50

FIGURE

1-1	MCCS ORGANIZATIONAL DIAGRAM	1-52
-----	-----------------------------------	------

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

1000. PURPOSE. The purpose of this directive is to publish policy on the organization and operation of Marine Corps Community Services (MCCS) Programs.

1. While the transformation process of making Marines begins with the Marine Corps recruiter, sustaining the transformation is the responsibility of those who lead our Marines. MCCS Programs are designed to assist our leadership, to sustain the transformation, and to be a force multiplier that helps maintain Marines as the Nation's premier warfighters. Marine Corps Community Services Programs are directly related to combat readiness.

2. Taking care of our own has long been a hallmark of our Corps. Taking care of our own means seeing to the well-being of our Marines and their families. The number one modernization and product improvement program will continue to be the individual Marine. Ultimately people -- not machines -- determine our success in war. These words strike to the heart of what the Marine Corps is all about. Our Corps, by its very nature, is a people-intensive force. Our ability to win battles rests on the backs of our Marines. They are our centerpiece and the reason we place such a strong emphasis upon taking care of our own. To complement that effort, we must concentrate on sustaining them and their families so they are ready to accomplish the mission and can concentrate fully on the military objective when the Nation calls.

3. We have one Corps... we will have one standard approach in MCCS. Our Marines and families must be able to expect and receive the same level of access and availability to standardized support services and programs regardless of where they are stationed throughout the Corps. These programs require top down guidance and command engagement so we can ensure consistency across the Corps.

4. The Marine Corps views our MCCS efforts in holistic terms. We do not see our MCCS Programs as individual components, but rather interlocking and interdependent elements of a system designed to support readiness and retention and take care of our Marines and their families. Each MCCS service and program is dependent upon other elements to achieve success. The MCCS system is very much like a jigsaw puzzle, with each piece fitting

together to make an effective whole. The center of the puzzle is the commander.

5. The MCCS Mission is to sustain the transformation of Marines that begins in our recruit depots and at the Officer Candidate School, and to make significant lasting contributions to combat readiness through the personal and family readiness of our Marines and their families. MCCS maintains mission readiness and productivity through programs that promote the physical and mental well-being of all members of the Marine Corps including active duty, reserve, retired and civilian. The programs promote esprit de corps among active duty members, a strong sense of military community, and a beneficial quality of life. Satisfaction with the military lifestyle and integration of the service member's family into the military community also has a positive effect on morale, impacting on the recruitment and retention of quality Marines. They satisfy the basic physiological and psychological needs of Marines and their families, providing, to the extent possible, the community support systems that make Marine Corps bases temporary hometowns for a mobile military population. Our customers include single and married service members, parents, dual-service couples, and special needs families. The Marine Corps continues the tradition of "taking care of our own" through the use of various services and programs, promoting self-reliance and self-sufficiency.

1001. BACKGROUND. These MCCS Programs are made up from both Human Resources (HR) and Morale, Welfare and Recreation (MWR) activities. This Manual combines portions of the policies contained in the former Family Service Center Manual and the MWR Policy Manual as well as other documents. The term MCCS includes all programs under these areas unless stated otherwise. However, since there are still funding restrictions that apply through both policy and public law, a distinction must be made between certain activities. There are those activities that are totally supported by appropriated funds (APF) and those that are authorized support from both APF and MWR nonappropriated funds (NAF). HR activities will be referred to as MCCS APF funded activities (or Category E MCCS activities) and MWR activities will be referred to as MCCS MWR activities, joint funded activities, or Category A, B, or C MCCS activities (see paragraph 1302).

1002. DEFINITIONS. Definitions used in this Manual are listed in Appendix A.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 1: ROLES AND RESPONSIBILITIES

1100. PURPOSE OF MANUAL. This Manual is published to issue policies governing the management, operation, and administration of MCCS Programs. This Manual implements relevant DoD and other directives from higher authority where appropriate. Operational policies for programs and support functions are published in separate directives. All of these orders are intended to support the Whole Marine Development Concept.

1101. PURPOSE OF MCCS PROGRAMS

1. The Marine Corps established MCCS Programs to maintain mission readiness and productivity.
2. MCCS Programs must be based on assessed needs of patrons and must:
 - a. Support readiness through physical fitness.
 - b. Support camaraderie and unit cohesion.
 - c. Promote individual growth and development.
 - d. Support well-being and quality of life.
 - e. Give the Marine Corps family access to programs similar to those available in a comparable civilian community.
 - f. Provide information about and improve skills for living by fostering competencies and coping skills, encouraging self-sufficiency, and offering short-term assistance and support when necessary.
 - g. Be perceived as a valued benefit of being part of the military.
3. During readiness contingencies or deployments programs must:
 - a. Meet deployed unit needs for unit cohesion.
 - b. Meet individual needs for stress relief.

c. Continue to support installation communities, adjusting to support service member family members and other authorized customers.

4. MCCS Programs are vital to mission accomplishment and form an integral part of the non pay compensation system. These programs encourage positive individual values, personal development and aid in recruitment and retention of personnel. The programs provide for the physical, cultural, service and social needs of Marines and other members of the Marine Corps family. They also provide community support systems that make Marine Corps bases/stations temporary hometowns for this mobile population.

1102. MCCS BOARD OF DIRECTORS. The MCCS Board of Directors (BOD) is chartered by me to act as a decision making forum for MCCS matters that have a major impact on the Marine Corps. The MCCS BOD and any supporting committees required are established per the guidance below. The MCCS BOD shall review and make decisions on the following:

1. DUTIES. The MCCS BOD shall advise me regarding MCCS Program matters and will make decisions on the following:

a. Oversight of MCCS appropriated and nonappropriated funds.

(1) Appropriated Funds (APF). Program development and distribution of funding. Audit and analysis of execution at the Headquarters and field commands. Military Construction program development and execution.

(2) Nonappropriated Funds (NAF). Annual operating budgets of Headquarters and field commands. Changes in assessment rates for centrally held funds. NAF Construction Program development and execution. Audit and analysis of NAF execution at the Headquarters and field commands. Investment of centrally managed NAF funds.

b. Development and execution of five year strategic plans for the MCCS.

c. Establishment of measures of effectiveness.

d. Establishment of program standards.

e. Execution, tracking and reporting.

f. Development and implementation of major policies affecting execution of MCCS.

g. Represent the Marine Corps MCCS strategic direction with DoD, DoN, and Congress.

2. Membership. The Board will have 14 members, 11 voting, two nonvoting ex officio members, and a recorder. Appointment to the Board is in addition to regularly assigned duties of the members concerned. The appointed permanent members are:

a. Voting Members

(1) Deputy Chief of Staff (DC/S) for Programs and Resources (P&R) (Chair)

(2) DC/S for Manpower and Reserve Affairs (M&RA) (Vice-Chair)

(3) DC/S for Installations and Logistics (I&L)

(4) Director, Fiscal Division (FD)

(5) CG, MCB Camp Pendleton

(6) CG, MCB Camp Lejeune

(7) CG, MCB Hawaii

(8) Commander, Marine Corps Air Bases West (COMCABWEST)

(9) Commander, Marine Corps Air Bases East (COMCABEAST)

(10) CG, MCB Camp Butler

(11) Sergeant Major of the Marine Corps (SMMC)

b. Nonvoting/Ex Officio Members

(1) Counsel for the CMC (CL)

(2) Director, Personal and Family Readiness Division (MR)

(3) Recorder

3. Quorums. Six voting members, two of whom must be from outside HQMC, constitute a quorum and are empowered to act for the Board. The Chair may accept the proxy vote of absent

principals, if a quorum is present at a meeting. Alternates may attend meetings but are nonvoting members.

4. Committees. The Chair may appoint committees for the purpose of reviewing major issues. Committee chairs may appoint subcommittees as necessary.

5. Meetings. The Board will meet on order of the Chair. The Chair may elect to poll vote members on matters which require expeditious handling or are not significant enough to call a full meeting. Board meetings are held in open sessions. HQMC and field representatives may attend to brief/receive relevant information. Committee and subcommittee meetings, as required, will precede Board meetings. Committee and subcommittee reports or recommendations will be made a matter of record and presented at the next Board meeting.

6. Minutes. Serialized record of proceedings will be maintained by the Recorder, a nonvoting member, resident at the Personal and Family Readiness Division, after action has been taken. Within five working days of the Chairman's approval, copies of all proceedings will be furnished to each member, the Marine Corps NAF Audit Service (MCNAFAS) and myself.

7. Minority Reports. Members (on both the MCCS BOD and committees) have the right to submit, individually or collectively, minority reports. Minority reports will be signed and given to the Recorder within five working days after the meeting for submission as an enclosure to the record of the proceedings of the appropriate minutes.

8. Semi-Annual Reports. The Chair and the Director, MR will present a semi-annual report on MCCS and other QOL matters at the Four Star off-site meetings.

1103. DIRECTOR, PERSONAL AND FAMILY READINESS DIVISION (MR)

1. The Director, MR, M&RA Department, HQMC is responsible for ensuring the financial viability of the MCCS system; sponsoring and prescribing MCCS policies and guidelines for execution and management of MCCS Programs within the Marine Corps via the Major Commanders; serving as the principal internal and external point of contact on all MCCS program and funding authorization policy matters; and providing common support services.

2. In executing these responsibilities the Director shall perform or cause to be performed the following specific duties via the major Commanders:

a. Assist in establishing and enforcing standards of excellence for MCCS activities. At a minimum, standards shall exist for the following areas: program, staffing, financial, construction, and training.

b. Provide common support services to installation MCCS activities such as information management, NAF treasury management, employee benefits administration, technical and management assistance support, etc. Detailed guidance regarding the availability or implementation of common support services is contained in reference (a).

c. Establish and maintain short and long term plans for the system wide MCCS Program. Ensure installations are establishing and maintaining short and long term plans for MCCS.

d. Ensure MCCS Programs are funded from proper sources. Ensure respective funding streams are identified in annual budgets to meet MCCS goals.

e. Ensure installations operate market driven MCCS Programs as determined by market analysis for the benefit of authorized patrons. Assess and evaluate patron interests and desires.

f. Ensure cash in excess of installation NAF program requirements is transferred to a central USMC NAF account.

g. Encourage cost-effective service alternatives such as on base commercial or local commercial alternatives to operating on base MCCS Programs.

h. Ensure comparable MCCS support to all qualified individuals assigned to or supported by Marine Corps installations.

i. Oversee NAF human resources. Provide training management function for MCCS per the requirements of SECNAVINST 12410.24. Ensure training provided stresses stewardship of resources and customer service. Administer the Unemployment Compensation for Federal Employees (UCFE) program for all Marine Corps nonappropriated fund instrumentalities (NAFIs).

j. Ensure MCCS Programs are implemented using best business management practices to fulfill local needs while maintaining readiness capability to support the wartime mission and to meet quality, fiscal, health, and safety standards.

k. Develop and maintain a standard NAF accounting system which provides a duplicate general ledger for all MCCS Category A, B and C activities. Oversee the conduct of outside annual audits of Marine Corps NAFIs.

l. Act as the custodian of the APF and NAF funds of the CMC (MR). This entails a fiduciary responsibility. Deputy custodians may be designated as deemed appropriate. See Appendix A for definitions of custodian duties. Fiduciary responsibilities are defined in paragraph 1108.

m. Administer the NAF construction program.

3. Management assistance team visits from CMC (MR) provide commanders and command MCCS personnel with hands on analysis and technical assistance. Management assistance visits may be initiated by the Commander, the Assistant Chief of Staff (AC/S) or Director MCCS or CMC (MR).

1104. COMMANDERS/COMMANDER SUPPORTING ESTABLISHMENT RESPONSIBILITIES (MAJOR COMMANDERS). These Commands (COMMARCORBASESLANT, COMMARCORBASESPAC, COMMARFORRES, MCCDC, MCRC and COMMARFORLOGBASES) shall:

1. Designate a staff section to act as an interface between HQMC and installation and operational commanders to include independent duty, on all matters pertaining to MCCS programs and services.

2. Conduct inspections as required of MCCS Programs to ensure compliance with the standards set forth. Report the results to CMC (MR) annually.

3. Consolidate annual APF and NAF budget requirements for MCCS Programs.

4. Ensure MCCS Programs are included in the appropriate Mobilization and Contingency Plan.

1105. INSTALLATION COMMANDERS RESPONSIBILITIES. Commanders of Marine Corps bases and installations with an authorized MCCS

Program are responsible for establishing and operating customer driven MCCS Programs for the benefit of authorized patrons. Commanders are also responsible for program performance and service. In executing these responsibilities, the Commander shall perform or cause to be performed the following specific duties:

1. Ensure all rules and regulations pertaining to the operation of MCCS Programs are observed.
2. Meet standards established for MCCS activities.
3. Establish and maintain short and long term plans for installation MCCS Programs per CMC (MR) plans and MCCS BOD direction.
4. Fund MCCS Programs with proper fund sources. Ensure respective funding streams (i.e., both APF and NAF in areas of personnel, training, logistics, and facilities) are identified in annual budgets to meet MCCS goals. These requirements will be developed in concert with the installation's senior operational force commander and submitted to the Major Command for consolidation.
5. Provide market driven MCCS Programs, as determined by market analysis, for the benefit of authorized patrons.
6. Ensure all permanent operating force and permanent unit commanders obtain a brief on the installation's MCCS Program within 45 days of assuming command.
7. Ensure service members attend Transition Assistance Management Program workshops within the 180 days before separation, as mandated by Public Law.
8. Submit required reports via Major Commands.
9. Ensure a Personal Services Quality Assurance (QA) Program is implemented which, at a minimum, includes client care evaluations, credentials review and privileging, resources management, and follow up.
10. Publicize all MCCS Programs so that they are widely recognized. Programs must also be located in areas easily accessible to eligible personnel, including handicapped individuals.

11. Ensure the integrity, effectiveness, and applicability of programs to meet the needs of the installation.
12. Establish communications with small independent units and eligible customers within the 100 mile area surrounding the installation to coordinate delivery of personal services. Marines Corps Recruit Depots have been identified as the primary service delivery system for the Marine Corps Recruiting Command (MCRC).
13. Seek cost-effective service alternatives, such as sister services, on base commercial, or local commercial alternatives to the operation of on base MCCS Programs, where possible.
14. Provide comparable MCCS support to all qualified individuals assigned to or supported by the installation.
15. Ensure training is provided stressing stewardship of resources and customer service.
16. Implement MCCS Programs using best business management practices to fulfill local needs while maintaining readiness capability to support the wartime mission and to meet quality, fiscal, health, and safety standards.
17. Ensure that sufficient NAF, coupled with available APF, are generated to sustain MCCS designated MWR programs.
18. Select and assign the Assistant Chief of Staff (AC/S) or Director MCCS and the team heads.
19. Establish a multidisciplinary council that includes membership from the senior supported operational commander to address MCCS program issues. All members of the council will be appointed by written orders. This council may review those issues formerly addressed by the Family Advocacy Committee, Family Readiness Council, Lifelong Learning Advisory Council, MWR Advisory Group, Parent Advisory Board, Relocation Assistance Coordinating Committee, etc. and advise the commander on the overall operation of the MCCS Program and make recommendations for its improvement.
20. Every Marine Corps installation shall establish a Family Advocacy Program (FAP) as a command program to address spouse abuse; child abuse and neglect; and rape and sexual assault through a Coordinated Community Response (CCR). The CCR means every person and organization in the community, military and civilian, takes responsibility to ensure a consistent response to

family violence. More definitive guidance is given in reference (b).

1106. COMMAND ASSISTANT CHIEF OF STAFF (AC/S) OR DIRECTOR MCCS AND CUSTODIAN RESPONSIBILITIES. The AC/S or Director MCCS shall be responsible for the overall program operation and accountability of the MCCS activity. In executing these responsibilities the AC/S or Director MCCS shall perform or cause to be performed the following specific duties:

1. Ensure all rules and regulations pertaining to the operation of MCCS Programs are observed.
2. Meet or exceed standards established for MCCS activities.
3. Develop short and long term (5 year) plans for installation MCCS Program. Plans shall include goals, specific measurable objectives and action plans with milestones identified. Plans shall be submitted to CMC (MR) annually per CMC (MR) and MCCS BOD direction.
4. Provide market driven MCCS Programs.
5. Seek cost-effective MCCS service alternatives, where possible.
6. Provide comparable MCCS support to all authorized patrons.
7. Ensure employees are trained in stewardship of resources and customer service.
8. Implement best business management practices to fulfill local MCCS Program needs and to meet quality, fiscal, health, and safety standards.
9. Generate adequate NAF, coupled with available APF, to ensure the MCCS MWR programs are self-sustaining.
10. Serve as the custodian of all funds, property, and equipment belonging to the MCCS activity. This entails a fiduciary responsibility. In executing these duties, the AC/S or Director MCCS may designate deputy custodians as deemed appropriate.
11. When the AC/S or Director MCCS will be absent for more than 5 days (and there is no designated assistant/deputy), the Commander shall comply with the provisions of reference (c) regarding transfer of responsibility for property and/or funds.

12. When the AC/S or Director MCCS changes, the successor shall sign a receipt for all funds, property, accounts, and records. Any differences found to exist shall be investigated per reference (c) and set forth in detail on a combination invoice and receipt at the time of the relief.

1107. PROGRAM MANAGER RESPONSIBILITIES. Program managers are responsible for the following:

1. Implementing and operating the program per appropriate directives.
2. Continually analyzing patron interests, resources, and facilities availability.
3. Developing an annual program plan, with stated goals, objectives and action plans as well as a long term plan. Plan must be consistent with the overall MCCS plan.
4. Working with local civic and commercial organizations to supplement the on base MCCS Program through the use of off base programs and facilities.
5. Advising higher authority on requirements for facilities.

1108. FIDUCIARY RESPONSIBILITY. Public law requires that any waste, loss or unauthorized use of government funds be reported to appropriate authority. NAF are government funds entitled to the same protection as funds of the U.S. Treasury. NAF are designated for the benefit of authorized patrons and the purposes of the NAFI. There is an individual fiduciary responsibility for properly using NAF and preventing their misuse. Reports of suspected violations should be done at the lowest organizational level possible, however, reports may be made to senior management, the IGMCI, or the DoD Hotline. Commanders are responsible for prompt detection, proper investigation, and appropriate corrective action. Individuals reporting APF or NAF violations are protected from reprisal by various DoD directives allowing for penalties against violators. In cases of serious criminal infraction, commanders shall refer the matter to the appropriate Defense criminal investigative organization for investigation and referral to judicial authorities. Under 10 USC 2783b, penalties for substantial violations of regulations governing the management and use of NAF by civilian NAF employees shall be the same as those provided by law for misuse of APF by

DoD civilians paid from APF. Violations by military personnel are punishable under the UCMJ.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 2: ELIGIBILITY

1200. GENERAL

. MCCS MWR Activities. The installation commander determines use of MCCS MWR activities based on the priorities established in subsections 1201.1 and 1201.2, except when in conflict with international agreements, which take precedence.

a. Members of the Ready Reserve, and their family members, are permitted use of Category C activities the same as members on active duty and their family members. Members of the Retired Reserve, including those who have qualified for retired pay at age 60 but have not yet reached age 60, and their family members, are permitted use of Category C activities the same as members retired from active duty and their family members.

b. With CMC (MR) approval, local MCCS activities are authorized to establish agreements with local governments for use of Category A and B programs when it is in the best interest of DoD, and when the agreements otherwise comply with applicable laws and regulations. When existing Category C programs have capacity excess to authorized patron requirements, CMC (MR) may grant waivers for local community use.

2. MCCS Marine Corps Family Team Building (MCFTB) Activities. All members of the Marine Corps "family" are eligible for the various MCFTB programs. There are programs which by their nature are intended for certain populations.

a. All spouses of active duty military members within tenant operating force and permanent unit commands are eligible to participate in the Key Volunteer Network (KVN).

b. All Marine spouses and other service member spouses serving with Marines are eligible to participate in Lifestyle, Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) training sessions.

c. Any spouse is eligible to participate in the Spouses' Leadership Seminar as it is not based on the role of the Marine. However, the target spouses are those volunteering in family

readiness and community building activities such as L.I.N.K.S., KVN, Marine Corps Relief Society, Red Cross, Wives' Clubs, etc.

d. All military (active and reserve) and, upon referral, DoD civilian employee couples (premarital and marital) are eligible to participate in Prevention and Relationship Enhancement Program (PREP).

e. All Marines and their eligible family members may participate in Chaplains Religious Enrichment Development Operation (CREDO) retreats.

3. MCCS Personal Services Activities

a. Military. Active duty military members, Coast Guard members and their families are eligible for all MCCS Personal Services activities on an unrestricted basis. Reservists (prior to mobilization) and military retirees and their families are eligible for information and referral services as space is available.

b. DoD Civilians. DoD civilian employees at Base Realignment and Closure (BRAC) installations may use services. DoD civilian employees not on BRAC installations may use services as space is available. DoD civilians at overseas locations and their legal dependents may use services which are not otherwise available in the local community

c. Child Care. In addition to military personnel, DoD civilian personnel paid from APF and NAF, reservists on active duty or during inactive duty for training, and DoD contractors are eligible. Retirees may be eligible when a waiting list does not exist or space is available. If there is an unmet need for full-time and part-time child care the installation commander shall establish and publish a child development enrollment priority system. In all cases, first priority shall be given to children of active duty military and DoD civilian personnel who are either: single parents, or whose spouse is employed on a full time basis outside the home, is a military member on active duty, or is a full time student.

1201. ELIGIBLE USERS

1. Unlimited use authorized for all MCCS MWR programs except as noted:

CATEGORY	AUTHORIZED GROUP
Armed Forces and their families	Members on active duty.
	Members of the Reserve Components (Ready Reserve and National Guard; Reservists in training or hospitalized) and Delayed Entry Program personnel. Inactive reservists not otherwise authorized may only use exchange to purchase necessary uniform clothing and equipment in such quantities required immediately when they are called to active duty.
	Cadets of Service Academies.
Other Uniformed Services and their families	Members of the Coast Guard, Commissioned Corps of the Public Health Service, and Commissioned Corps of the National Oceanic and Atmospheric Administration (NOAA) on active duty.
Armed Forces and other uniformed service retirees and their families	Retired from active duty.
	Retired from the Reserves with pay, and retired without pay (gray area).
Others separated from the Armed Forces and their family members	Honorably discharged veterans with 100 percent Service -connected disability and involuntarily separated service members under the Transition Assistance Management Program. Personnel separated under the Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) Programs for two years after separation.
	Medal of Honor recipients.
Former and/or surviving spouses and family members	Unmarried surviving spouses of personnel who died while on active duty or retired status.
	Unremarried former spouses who were married to military members for at least 20 years while the military member was on active duty to the Armed Forces.

CATEGORY	AUTHORIZED GROUP
Former and/or surviving spouses and family members.	Orphans of military members, when not adopted by new parents, under 21 years old (or over if they are incapable of supporting themselves, or 23 years old if they are in full-time study).
US DoD civilians and their family members (with limitations)	When stationed or on temporary duty (TAD) outside the U.S., or on TAD in the U.S. if staying on base. Also, MCCS MWR activity civilian employees, both active and retired, may use all exchanges. Purchase limitations are no uniform or State tax free items.
Other supporters of DoD	US Federal employees when assigned in areas outside the U.S. Commanders may also allow government departments or agencies outside DoD to buy supplies and services if not conveniently available elsewhere and do not unduly impair service to exchange patrons.
	Medical personnel under contract to the military DoD Component during periods when they are residing on the installation.
	Military personnel or foreign nations and their family members when on orders from the U.S. Armed Forces, or in overseas areas when the major command commander grants privileges in the best interest of the U.S. Purchases are limited to quantities for their own use for foreign military members not on U.S. Armed Forces orders.
	Paid members of the American Red Cross, Young Mens Christian Association, United Service Organization and other private organizations chartered by DoD, when assigned with US Armed Forces outside the U.S.
	U.S. employees of firms under contract to DoD working on an installation when assigned in areas outside the U.S.

2. Limited use of MCCS MWR activities (except exchanges) for groups listed below is at the discretion of the installation commander. Commanders may open activities to these patrons based on local demand and capacity. Resale of food, State tax-free beverages, and tobacco products is restricted to amounts consumed on the premises, and to convenience merchandise incidental to daily participation (such as golf tees). APF and NAF civilian personnel employed by MWR activities of other Services, and their family members, may purchase merchandise without restrictions from MCCS resale activities (except Business Operations exchange and retail service activities).

CATEGORY	AUTHORIZED GROUP
U.S. DoD civilians and family members	Both APF and NAF, and retired DoD civilians.
DoD contract personnel and technical representatives	Working full time on the installation.
Others associated with the Department of Defense	Reserve Officers' Training Corps cadets when participating in field training or practice cruises.
	Former Prisoners of War (POWs) and spouses of POWs or Service members missing in action may use clubs.
Other Federal Employees	Use of clubs within the U.S. Individuals are recertified annually.
Guests	Who are not otherwise eligible to use MCCS MWR programs, when specifically invited and accompanied by an authorized user. Installation commanders approve local rules governing the numbers of guests and the frequency of use at specific facilities.
Members of the public within the U.S.	Leaders in the local community designated by the installation commander. Individuals are recertified annually.
	The general public can attend infrequent MCCS MWR activity-sponsored events when the installation meets the criteria below.1
	The general public within the US may use Category C programs when criteria below 1 have been met and specifically approved by CMC (MR). This approval authority may not be delegated.

Note:

1a. Commander determines that adequate facilities are available and are currently under used by authorized patrons.

1b. Written agreements are obtained from local government officials or other appropriate community leaders indicating that they have no objections to expanded use of these activities.

1c. Allowing individuals to use these facilities is beneficial to both the military members and civilians in the community.

1d. No conflict exists with Federal, State, or local laws.

1202. IDENTIFICATION OF ELIGIBLE USERS

1. Any individual who seeks to use MCCS facilities or services shall be positively identified as an authorized user prior to use of a facility or service or consummation of a sale. The credentials of nonuniformed users shall be carefully checked to ensure that each individual is entitled to the privileges which that person seeks. Sales and services shall be made only to authorized users.

2. Authorized users at MCCS activities shall be identified as follows, except that identification shall not be required at the fountain, snackbar, and restaurant facilities when these facilities are made available to visitors.

a. Members of the uniformed services who are in complete regulation uniform need not be further identified, except that all patrons may be required to show identification cards to cash checks, for SSN verification, or to purchase alcohol and tobacco products.

b. Members of the uniformed services not in complete regulation uniform shall be identified by DD Form 2 (Active) (Armed Forces Identification Card (AFIC)) or by an official identification card issued by the Service of which the patron is a member; e.g., commissioned officers of the Public Health Service and commissioned officers of the NOAA. Military family members shall be identified by DD Form 1173 (Uniformed Services Identification and Privilege Card).

c. Members of the reserves who are authorized privileges can be identified by the DD Form 2 (Reserve AFIC) identification card. Delayed Entry Program personnel shall present a copy of

their enlistment papers along with a photo ID card. Retired reservists, including those under age 60 are identified by the DD Form 2 (Retired) identification card. Family members of reserve members shall be identified by DD Form 2S (Reserve) or Service specific ID card. Family member ID cards may be temporarily substituted with a photo ID and copy of their sponsor's Leave and Earning Statement (LES) or retirement orders.

d. Personnel who have been involuntarily separated from the Armed Services and are entitled to transition assistance can be identified by a modified DD 1173 (dependent's ID card) with red one inch "TA" letters stamped on the face and an eligibility date indicated on the back. Special attention must be paid to the eligibility date since exchange privileges are only authorized for a two year period.

e. MCCS MWR activity employees and family members who are not otherwise entitled to retail privileges shall be identified by Form DD 2574. This form shall be issued for a specific period not to exceed three years.

f. MWR employees of other services will be identified by a letter from their employer stating that they are MWR employees along with a photo ID, or if their service issues a photo ID card this will be adequate as long as it positively identifies the individual as an MWR employee.

g. An agent for an authorized patron may be identified by letter.

h. When making purchases in the service station, authorized users may be identified by station vehicle identification decals or stickers, providing such decals or stickers positively identify the individuals as authorized users.

i. When an individual using a Government Commercial Purchase Card (GCPC) wishes to make an official purchase for their organization, photo identification shall be required to verify against the name on the GCPC card. Other identification is not necessary.

MCCS POLICY MANUAL

CHAPTER 1

SECTION 3: MCCS RESOURCING

1300. GENERAL. MCCS Programs shall be operated with APF and in some cases NAF, as authorized by applicable directives. APFs shall be the primary funding source for Mission Sustaining (Category A) and Basic Community Support (Category B) activities and the predominant source for Mission Essential (Category E) activities (see paragraph 1302). NAF shall be the primary funding source for Revenue Generating (Category C) activities. Appropriations include Operations and Maintenance (O&MMC), Military Pay (MPMC), and Military Construction (MILCON). References (a) and (d) prescribe funding policy for MCCS Programs. See Appendix C of this Manual for a summary of these directives. MCCS Programs shall provide APF actual expenses to CMC (MR) after the end of each APF fiscal quarter.

1301. ORGANIZATION. The standard MCCS organization at field commands will normally have five functional areas: Business Operations, General Support, Marine Corps Family Team Building, Personal Services and Semper Fit, per Figure 1-1. This standard organizational structure represents the hierarchy of the standard accounting system and how income and expenses will be reported in the APF and NAF financial management systems. Income and expenses shall be reported for each division separately. This reporting discipline will provide the standards for comparative analysis for like operations throughout the Marine Corps.

1302. CATEGORIES OF MCCS. MCCS activities shall follow established categories for uniformity of funding and reporting. All management and financial data reported shall comply with references (c) through (e). A listing of MCCS activities within each of the following categories is at Appendix B.

1. MCCS MWR Activities

a. Category A: Mission Sustaining. These activities are considered the most essential of the joint funded activities in meeting the organizational objectives of the Marine Corps. The programs shall be supported almost entirely with APF, with the use of NAF limited to specific instances where APF are prohibited by law or where the use of NAF is essential for the operation of a facility or activity. Activities in this category have virtually no capacity to generate NAF revenues. Activities

within this category promote the physical and mental well-being of the military member, a requirement that supports accomplishment of the basic military mission. Some examples are physical fitness facilities, libraries, Marine Corps Family Team Building (MCFTB) programs, and unit level sports.

b. Category B: Community Support. These activities are closely related, in terms of supporting the military mission, to those grouped in Category A. These support activities should receive substantial amounts of APF support, but differ from those in Category A, in part, because of their ability to generate NAF revenues. That ability to generate revenues is limited, however, and in no case could they be sustained without substantial APF support. Some examples are automotive skill development, youth activities, arts and crafts skill development, and outdoor recreation.

c. Category C: Revenue Generating. Activities in this group have the business capability of generating enough income to cover most of their operating expenses, but they lack the ability to sustain themselves based purely on their business activity; consequently, they receive limited APF support. Some examples are exchanges, golf courses, clubs, and private berthing marinas. Revenue generating programs at designated remote and isolated locations may receive the same type of APF support as Category B programs.

2. Category E: MCCS APF Activities. These activities are considered essential in meeting the organizational objectives of the Marine Corps. They are comprised of activities that support the Marine Corps community and have historically been funded predominantly with APF. Some examples are family support activities, new parent support, relocation assistance and voluntary education.

1303. APPROPRIATED FUND SUPPORT

1. The basic standard for funding all MCCS activities is to use APF to fund 100% of authorized expenses. Commands shall develop personnel, training, logistics, facilities, and budget initiatives relative to the Program Objective Memorandum (POM) for all MCCS Programs. These requirements shall be submitted to Major Commands for consolidation and submission to CMC (MR) as requested by separate Naval message each year. MCCS must coordinate at all levels to ensure infrastructure and program needs are adequately planned and programmed in advance of implementing new or altering existing activities

2. The nature of MCCS MWR activities determines whether they are wholly or predominately operated with APF or NAF. Based on the criteria of mission essentiality and NAF revenue generating capability, each MCCS MWR activity (i.e., cost center) is assigned to one of three categories: Category A, Mission Sustaining Activities; Category B, Basic Community Support Activities; or Category C, Revenue Generating Activities. Appendix B shows the array of joint funded activities in the three categories.

3. The Category A APF funding goal is 100% of all authorized costs. There are a number of activities included in Category A for reporting purposes, however, that are not expected to be fully funded with APF's. Examples include installation-level central NAFI accounting offices, procurement, personnel offices, and similar activities. In addition, Category A activities at the installation level are frequently collocated with minor functions (i.e., incidental resale activities in fitness centers, etc.) that are not authorized APF support. Those functions are considered Category C for funding purposes, and should be reported in that category if their size is significant; however, in many cases, their small size makes it impractical to break them out and report them separately from their parent Category A program. For these reasons, the APF funding standard for Category A is a minimum of 85% of total expenditures.

4. Category B activities have a limited ability to generate NAF revenues, and the APF funding standard for Category B is 65% of total expenditures.

5. Category C activity APF support should be limited. Category C activities operated at remote and isolated locations, however, may be funded at Category B authorization levels.

6. Category E activities shall be funded predominantly from APF sources. NAF funds may be separately authorized to allow program funding flexibility for volunteer reimbursement expenses, per reference (f).

1304. DIRECT APF SUPPORT. MCCS activities receive direct APF support for labor, supplies and equipment. The OP-34 budget exhibit reports direct APF support of MCCS MWR activities and the zero based budget reports APF support for the rest of the MCCS Programs.

1305. INDIRECT APF MCCS MWR ACTIVITY SUPPORT

1. Indirect APF support is authorized and must be identified for common services provided by the installation to MCCS MWR activities such as fire protection, security, pest control, medical services, environmental health, data automation, maintenance and repair such as electrical, mechanical, roofing, foundations, windows, doors and utilities as support. These costs shall be fairly determined and identified on a prorated basis.
2. Utilities include the cost of water, gas, electricity, and other utility services used by MCCS MWR activities. Rates charged shall not include incremental or prorated shares of overhead, maintenance, and repair to utility systems, or capital investments in the installation's utility infrastructure systems unless otherwise specified by a memorandum of agreement.
3. The command shall ensure that the OP-34 Budget Exhibit properly reports indirect APF support of MCCS MWR activities.
4. MCCS non-MWR activities will not report indirect APF support.

1306. SINGLE NAFI. The NAFI is the legal and NAF fiscal entity of MCCS Category A, B and C activities. There shall be a single MWR NAFI at HQMC and a single MWR NAFI at each installation (hereafter referred to simply as NAFI). The MCCS MWR programs supported by the single NAFI encompasses the operational and support elements of the joint funded components of the MCCS organization.

1307. MCCS NAF FINANCIAL MANAGEMENT

1. The MCCS organization will run a centralized Financial Management system using a headquarters staff that provides consolidated treasury services, financial analysis and reporting and banking services. Field activities will maintain distinct budget, accounting and payroll sections as needed to support individual company requirements. Migration to regional or centralized budget and accounting services will be implemented where feasible to reduce overhead costs and streamline operations. Headquarters will manage four distinct companies in support of the entire system: the Operating Fund, the Central Investment Fund, the Benefits Fund and the Insurance/Benefits Fund.

a. Accounting. CMC (MR) will manage the four headquarters companies and manage the flow of funding between companies. The organization will perform centralized banking services and check printing for all field companies by passing funds through the operating fund central cash account.

b. Treasury. CMC (MR) will invest cash from all companies in approved vehicles and distribute prorated interest revenue monthly to participating companies based on the average daily balances.

c. Financial Analysis and Reporting. CMC (MR) will maintain the financial systems and operate a help desk and regular training. This team will consolidate financial reporting to higher commands, coordinate financial systems issues with field activities and oversee the financial organization within the system.

d. Credit Management. CMC (MR) will maintain a Credit Management Team which will operate the consolidated credit programs and maintain the Treasury Offset Program.

2. Detailed financial management policies and procedures are outlined in reference (e) and the NAF Financial Management NAVMC.

1308. MCCS NAF ACCOUNTING SYSTEM

1. The MCCS NAF accounting system is based on one chart of accounts and a standard cost center configuration set by CMC (MR). This configuration allows data to be extracted in a variety of ways to standardize reporting and facilitate sound business decisions.

2. Balance Sheet. All MCCS MWR activities shall have a single consolidated balance sheet separate and distinct from other NAFIs on the installation such as the Billeting Fund.

3. Operating Statement Accounts. The NAF financial system uses cost centers which allow the flexibility to budget, account, report, and evaluate operations at a variety of responsibility levels in the organization.

4. Profit and Loss Statement. The profit and loss statement is the principal document used by management to evaluate the success of a business or the cost of a program. These statements will be standard reports in the system and will compare current period operations against budget and prior periods in trend analysis.

1309. NAF ACCOUNTING YEAR. The accounting year prescribed for NAF activities begins 1 February and ends 31 January annually. The accounting year designation shall be the calendar year in which the major portion of the business was conducted.

1310. MCCS NAF FINANCIAL AND CAPITALIZATION STANDARDS

1. Profitability. All activities authorized to be operated by Business Operations (excluding auto hobby and other hobby shops, bowling centers 12 lanes or less, information ticket and tours activities, Military Clothing Sales Stores (MCSS), and stables (Government Owned portion)) are classified as Revenue Generators. These activities must at least break even for all NAF income and expenses (including depreciation but excluding prorated common support functions) in all three categories of activities as well as the overall fund. All revenue generating activities must at least break-even annually (including depreciation but excluding prorated common support functions) assuming the activity is funded adequately with APF. Prorated common support costs must be covered at the company level with the total net operating profit from all MCCS business operations. A financial position sufficient to cover its requirements including necessary operating cash and inventories shall be maintained. Adequate operating capital must be maintained at all times. MCCS local NAFI's must maintain a quick ratio of at least 1:1 at all times and a current ratio of 2:1. Any revenue generator that shows a loss over two consecutive fiscal years must be changed or the Commander must justify keeping the activity open to the MCCS BOD. If the activity is a Core Program then special attention must be made to bring the facility into compliance with profitability standards.

2. Investment Strategy. The organization will maintain a NAF investment strategy to guide our program development efforts and align requirements to capabilities so the MCCS program is second to none, indefinitely sustainable (even in a moderately inflationary environment), and offers value to Marines and their families.

a. Sources. There can be no investment without available funds which come from three sources: (1) retained earnings which are the Net Operating Profit from MCCS operations (2) borrowed funds; and (3) interest income from NAF investments. The financial strategy of the organization will be to continually improve operations to increase net operating profit, leverage the financial strength of the balance sheet through central borrowing

and capitalize on interest income with consolidated investments and expanded credit services.

b. Guidance. A NAF capital investment strategy must address the ongoing recapitalization of the physical plant and fixed assets. The strategy should be innovative and shall contain precepts that shape our strategy development.

(1) NAF capital investments shall be made to expand viable programs that are deemed to be good financial investments, support our equity standards or serve customer needs. The relative balance of these 3 goals will continually evolve and change based on local leadership, evolving missions and available resources.

(2) Money may be borrowed by CMC (MR) from commercial sources to accelerate and/or sustain funding our capital requirements as long as the return on investment is validated to be substantially greater than the cost of borrowing for revenue generating activities.

(3) Third party opportunities shall be considered to expand our enterprise via partnerships with private sector companies, local governments and/or private investors.

(4) Multi-year, consolidated purchasing of capital assets shall be utilized where central procurement and decentralized distribution of the assets will result in uniformity and savings.

3. Efficiency. We must consider how to improve efficiency in our business structure to ensure that we optimize our scarce NAF resources. In doing so commanders shall consider the following:

a. Structure. We shall explore the potential savings available from centralization or regionalization of applicable functions and even entire organizations. This is especially relevant in support functions that: (1) are not routinely seen by our primary customers; (2) require detailed technical skills and low employee turnover; (3) rely on automated systems that compensate for physical distance. Management's approach must be to justify the status quo rather than justify consolidation in geographic areas where several bases are collocated.

b. Program Capacity and Dispersion. MCCS must reduce or eliminate redundancies in the delivery of MCCS Programs caused by providing similar activities in geographically separated areas on the same installation. While there is no question that each of these redundancies have a legitimate, compelling reason for their

existence, Commanders must routinely reexamine these operations and determine whether resources might be better spent in other activities or services.

c. Business Development. We must strive to introduce new forms of revenue generating activities as a matter of corporate strategy. This may take the form of partnerships with local, state or national organizations, business or investors. It will also mean changing services provided in Business Operations as demographics and social trends change.

d. Financial Performance. The organization must maintain a standardized performance indicator system which is tied to a standardized organizational structure which reports uniform financial information. In support of evolving equity standards, an associated set of financial standards shall be maintained to benchmark current performance between commands and evaluate future business decisions to promote one Corps one standard.

e. Capitalization. The organization will maintain an aggressive capitalization program comprised of a local capitalization plan and a central investment plan. Given the diversity of commands and their respective financial capabilities, it is not possible to establish an annual capitalization goal based on sales. Commands will maintain a 5 year capitalization plan tied to the strategic business plan which plans to keep a 50% book value on the aggregate fixed assets by category while supporting core program standards. The central investment plan will incorporate assessments from field activities as well as a commercial borrowing program to leverage company assets. The amount borrowed will be approved and managed by the MCCS BOD.

f. Cash Management. Cash management shall be monitored closely by the MCCS BOD to ensure sufficient cash is available for operations, capital investment, and excess cash is routinely used to recapitalize the program.

1311. PLANS AND BUDGETS. Commanders and their AC/S or Directors MCCS shall submit annual and five year business plans along with annual NAF budgets to the MCCS BOD for approval. CMC (MR) will issue budget guidance by 1 June and commands will have a complete budget, approved by the Commander in the accounting system by 1 October for MCCS BOD approval. The Commander shall brief the MCCS BOD on the budget if the MCCS program will not at least break even after local capitalization, while maintaining a Current Ratio of 2:1 and a quick ratio of 1:1.

1312. REVENUE GENERATORS FOR ASSESSMENT PURPOSES

1. Command MCCS revenue generating activities shall be assessed a small percentage of sales and other revenue. This assessment is used to support the CMC (MR) operations, the Central Construction Fund (CCF), and other centrally funded Marine Corps NAF programs for field commands.

2. Funding of CMC (MR). CMC (MR) shall be funded with APFs to the maximum extent practicable. Supplemental funding with NAFs will be provided through a sales assessment (percentage set by MCCS BOD) of all Marine Corps revenue generators which are defined below.

3. Funding of the CCF. In order to meet the essential requirements of Marine Corps joint funded activities, a centrally managed five year facility major improvement and construction program for these activities is maintained and administered by the CMC (MR). The account is funded by an assessment to revenue generating activities which is determined by the MCCS BOD. The CCF shall consist of funds assessed from revenue generating activities, gaming machines at overseas locations, interest earnings on the fund balance and borrowed funds.

4. The sales and services of the following business operations activities are subject to assessment as revenue generators:

a. All net sales from food, beverage, entertainment and hospitality operations, both direct and indirect. All net revenue from gaming devices at overseas locations.

b. All net retail sales, direct and indirect, excluding sales for uniform items provided from Defense Personnel Support Center (Supply System), money orders, travelers checks, postage stamps, and automobiles/motorcycles sold on minimum flat rate commission.

c. All direct and indirect net sales from service related operations, including commission income from personal telecommunications services but excluding hunting and fishing license sales.

d. Gross revenues from the following Category C recreational activities both direct and indirect:

(1) Bowling, 13 lanes or more (user fees and charges).

(2) Golf Courses (user fees (including annual greens fees) and charges).

(3) Marinas (private slip rental fees only).

(4) Motion Picture fees.

(5) Stables (private owner stall rental fees only).

5. All MCCS MWR activity sales done by the activities above in conjunction with open house or community events shall be assessed.

6. No other MCCS activities shall be assessed.

1313. NAF MCCS PROGRAM FUNDING

1. To ensure an equitable and well-rounded MCCS Program, some commands may qualify, under certain conditions, for NAF support from the CMC (MR). The minimum funding from NAFs is considered to be \$60 per Marine per year. If the profit from revenue generators, as defined above, does not result in a per capita distribution of \$60 per person per year to support the nonrevenue generators, the difference shall be funded from CMC (MR).

2. CMC (MR) shall provide \$60 per Marine per year NAF support to independent units on a monthly per capita basis.

1314. PROPER EXPENDITURES OF MCCS NAF

1. The administration of MCCS NAFs is a trust which requires that funds be expended with prudence so as to benefit the greatest number of personnel and that all expenditures are properly authorized, planned, and executed. This does not mean that all MCCS MWR activities have to be available to everyone all the time. As long as all have the opportunity to participate at some point in the activities, NAF may be used for support. MCCS MWR activities must be operated in an economical, efficient, and businesslike manner that will ensure their financial stability. Subject to restrictions below, NAFs may be expended to defray costs essential to conducting these activities.

2. Expending NAF for wages, administration, recruiting, and retention of NAF employees as well as for paying MCCS MWR activity civilian employee (both APF and NAF) business expenses

(including printing business cards) for related business is authorized.

3. When recommended and approved by the local commander, NAF may be expended for the reasons listed below. All transactions shall be conducted as official business of the fund of the activity concerned and budgeted annually within available resources.

a. For holidays, special parties (such as the Marine Corps Birthday Ball), or events (deployment briefs, welcome aboard orientations, award ceremonies, commander's calls, workshops, changes of command etc.) that support the MCCS Category A, B, or C activities of the command, are open to all members of the military community, and support the best interests of command Marines. Subject to the restrictions below, local or visiting dignitaries may be hosted at luncheons, dinners and special events if their attendance is for the benefit of the overall MCCS MWR activities operation. Funding shall be spent through on base activities unless they are inadequate or unable to meet the need.

b. To improve the appearance and enjoyment of areas such as APF dining facilities, reception centers, and guard or duty rooms when not authorized from APF sources.

c. To reimburse "off-duty" job-related training or education for MCCS MWR activity NAF and APF employees.

d. To reimburse commanding generals for coffee, tea, soft drinks, and pastry products in conjunction with recruit and infantry training school graduation exercises.

e. A percentage of profits (as determined by the local commander) from vending operations may be transferred to the local Civilian Welfare and Recreation Association (CWRA) to support their programs.

f. MCCS NAF may only be used in supporting command open house or public affairs events such as air shows only to the extent they directly support the Category A, B, or C operations (e.g. food and souvenir concessions or additional entertainment) run in conjunction with the event.

g. For MCFTB programs as authorized by CMC (MR).

4. If there is any doubt about the propriety of a particular expenditure of NAF, consult CMC (MR).

1315. RESTRICTIONS ON THE USE OF NAF

1. Use of NAF is prohibited for the following, except upon specific approval of CMC (MR):

a. Conducting activities other than those of the MCCS MWR activities.

b. Military proficiency prizes and awards to individuals for performance of regularly assigned duties. See reference (g).

c. Paying meal charges for government personnel on APF per diem or enlisted members of sports teams in APF dining facilities.

d. Donations to any relief, charitable or commercial organization, or to an individual.

e. Purchasing food, supplies, and equipment for APF dining facilities except for holidays and special occasions when food and consumable supplies may be purchased for consumption by all members of the command.

f. Services or articles obtainable through expenditures of APF unless such articles or services are not obtainable in sufficient quantity or quality to meet the needs of the command.

g. Supporting projects involving the improvement, rehabilitation, or construction of religious facilities.

h. The purchase, printing or engraving of Christmas cards, or other personal greeting cards.

i. To construct, alter, renovate, or furnish any facility not used primarily as a part of one of the MCCS MWR activities, except as authorized in paragraph 1314 above.

j. Operating expenses of dependents' schools.

k. Supporting private organizations (sky diving clubs, wives clubs, etc.). See reference (h).

l. Supporting functions held primarily to accomplish public affairs objectives.

m. Incentive awards not related to operating MCCS MWR activities.

n. Grants or loans to other NAFIs except as specifically authorized by CMC (MR).

o. Orienteering programs which are incorporated into the training schedules of units.

p. For protocol or command representation functions where Official Representation Funds (ORF) are authorized per SECNAVINST 7042.7, or commander's personal entertainment obligations and retirement receptions. MCCS NAF and ORF (APF) may not be used interchangeably.

q. Social affairs in honor of a particular individual or for the purchase of anything for a specific individual. This includes purchasing memento-type items for guests of the command, including entertainers, civilian dignitaries and military personnel both foreign and U.S.

r. Leasing grounds, facilities, or relocatable buildings unless prior approval is granted by CMC (MR).

s. Using unit funds (party and picnic funds) for expenses other than consumable goods and services.

1316. UTILIZATION SUPPORT AND ACCOUNTABILITY (USA) PRACTICE.

The USA Practice is a means by which commanders may have flexibility in funding certain MWR activities by spending NAF dollars first and then being reimbursed with APF. This practice may only be used for MCCS MWR activities that are authorized to use APF (see Appendix C for authorized activity expenses).

1. The first step in setting up this practice is to develop a Memorandum of Agreement (MOA) between the local NAFI and the command. The MOA will be signed by the senior APF and NAF fund administrators and then approved by the installation commander. This must be done annually and the MOA must be signed before obligating any NAF intended for reimbursement. This MOA shall specify what services the NAFI will provide and where the money will be spent. The MOA shall specify the APF support (include amount and obligation schedule) to be provided by the installation. The MOA will outline the amount planned for each function by accounting code. MCCS shall not budget to execute more than 20% of the annual amount in the last two months of the APF fiscal year. APF provided for joint funded operations will not exceed the cost to the NAFI of providing the service. The MCCS organization will seek reimbursement for authorized expenses using the SF1034 and the command's Comptroller will authorize the

transaction by signing the document. MCCS shall maintain the budget, accounting records, and financial reports of the APF provided for audit purposes. Any changes in funding or services provided must be amended in the MOA. A copy of the completed MOA shall be sent to CMC (MR) within 30 days of signature.

2. Funds provided through the USA Practice shall not be used to circumvent prohibited uses of APF or NAF or to extend the availability of APF.

3. Vacant APF personnel positions may be converted to NAF positions under this practice. Once converted it will not be converted back and the full time equivalent (FTE) billet will be lost. This does not mean that funding will be lost however, it will simply transfer the funds to the same account as other USA funds (Class Code 2500- Other Services). When the OP-34 reports are submitted a notation should be made regarding the amount of the money going toward labor and the number of positions funded.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 4: OTHER GENERAL POLICY

1400. INSPECTIONS. Inspections reinforce efficiency, effectiveness and economy of administration and operation in the accomplishment of the commands mission. Inspection procedures should be conducted to ensure MCCS Programs are being operated according to existing regulations and that personnel are performing their assigned tasks in a responsive and courteous manner.

1. Policy. Per reference (i), inspections shall be conducted on "those Marine Corps programs that impact on readiness".

2. Action. HQMC (MR) shall augment the Inspector General of the Marine Corps (IGMC) staff during the conduct of the Command Inspection Program (CIP). The purpose of the CIP is to assess the overall effectiveness of the Commanding General's Inspection Program (CGIP).

a. IGMC. Under the direction of the SECNAV and myself, the IGMC coordinates, conducts, and evaluates, inspections of Fleet Marine Forces, Reserve Forces and supporting establishment commands, units, and activities, including the operational forces assigned to the unified and specified commands. Included are those Marine Corps programs that impact on readiness.

b. CGIP. Commanding Generals shall conduct, or cause to be conducted, on a biennial basis, inspections of all MCCS Programs and personnel to promote economy, efficiency, effectiveness, and readiness. These inspections should also serve to inspect the measures of effectiveness.

c. CIP. These inspections by the IGMC will be on a triennial basis and will be conducted on short notice.

3. Other inspections may be required by higher authority for various MCCS Programs which require separate MCCS support but the CGIP and CIP shall be the primary inspection mechanisms for MCCS Programs.

1401. STAFFING. The MCCS Program may be staffed with a combination of civilian (APF and NAF) employees, military

personnel, contract (paid from APF or NAF) employees, volunteers and other category foreign nationals overseas. MCCS activities are authorized APF staffing per the appropriate MCCS activity funding category as defined in Appendices B and C. All MCCS MWR activities are authorized APF funding for Executive Control and Essential Command Supervision (ECECS). NAF staffing is authorized for all MCCS Category A, B, and C activities either directly or through the USA Practice. NAF staffing is allowed in Category E activities only to the extent that the billets are procured through APF. Military personnel may be assigned as indicated below.

1. Civilian Staffing. Marine Corps MCCS activities shall be staffed primarily with civilians. NAF personnel policies shall be per reference (j). APF policies shall be per the Federal Personnel Manual. In some cases MCCS activities may be staffed with contract employees employed by third party vendors such as in Public Private Ventures (see definition Appendix A). Overseas, there may be there categories of local nationals.

2. Military Staffing. Permanent military personnel may be assigned when filling:

a. Any Table of Organization (TO) authorized billet in an MCCS activity.

b. A position in a MCCS Program when I determine assignment of Marines is required to support wartime or contingency operations, is required based on past practice, or is required for overseas rotation.

c. An Executive Control and Essential Command Supervision (ECECS) position or when the position cannot be filled effectively with civilians.

d. A lifeguard position at a Category A swimming pool.

3. Temporary military personnel may be placed on temporary assignment to MCCS MWR programs for 180 days or less. Temporary assignments of Marines may only be made if:

a. Fleet Assistance Program (FAP) personnel are not occupying T/O billets and are required to carry out the provisions of the FAP (may not be used to fill Category C positions).

b. Mobility or deployment requirements occur.

c. Training to upgrade or maintain essential military skills cannot be provided otherwise.

4. The above is not meant to discourage officer and enlisted volunteers or off-duty employment of enlisted personnel.

5. Assigning APF seasonal over hire personnel employed under summer youth programs is encouraged.

1402. UNAUTHORIZED ACTIVITIES. MCCS activities shall not operate the following: lotteries or sell lottery tickets; pull-tab bingo; sell or redeem chit books related to the sale of alcoholic beverages; award coupons for reduced prices on alcoholic beverages or tobacco products; or sell tobacco products through vending machines.

1403. ALCOHOLIC BEVERAGES. The following shall apply to the sale and consumption of alcoholic beverages (see Appendix A for definition):

1. The minimum age for the possession, sale, consumption or serving of alcoholic beverages within the Marine Corps shall be 21 years.

2. Nonalcoholic beer is authorized for sale. Due to the disparity in state laws, however, it shall only be sold to those patrons authorized to purchase alcoholic beverages.

3. Alcoholic beverages containing distilled spirits intended for resale in CONUS shall be purchased from the most competitive source. Purchases of alcoholic beverages containing distilled spirits for resale at an installation in Alaska or Hawaii shall be made from, and delivery accepted from, a source within the respective state in which the installation is located. Purchases of malt beverages and wine for resale in CONUS shall be made from, and delivery accepted from, a source within the respective state in which the installation is located.

1404. WAIVERS AND OTHER DEVIATIONS FROM POLICY

1. Whenever these regulations are in conflict with international agreements (such as a Status Of Forces Agreement or SOFA) or other appropriate authority at leased bases and elsewhere (OCONUS) they may be considered as being modified accordingly.

2. Waivers from the policies contained in this Manual must be authorized in writing by CMC (MR). All policy waivers will be requested and issued through normal Marine Corps channels. A waiver that impacts the financial integrity of the MCCS NAFI must contain a financial analysis of that impact, either positive or negative.

1405. FUNDRAISING EVENTS

1. Fundraising events are authorized for MCCS MWR activities per the Joint Ethics Regulation (DoD Directive 5500.7-R). These events shall be limited to authorized users of these activities and funds raised must be for the benefit of the activities and their authorized users. Fundraising activities shall be conducted entirely on Marine Corps installations. Any gambling activity, including a lottery, pool, or game of chance for money or property, is strictly prohibited.

2. Individual Marine units on DoD installations may hold fundraising events to augment their own unit funds subject to local regulations. They should first receive permission from the local MCCS and comply with the above requirements. All money raised should be turned into, and controlled by, the MCCS NAFI for the benefit of the unit.

3. See reference (h) for guidelines on fundraising for private organizations.

4. Single cause fundraising events for charities may be held at MCCS joint funded activities per the guidelines contained in reference (k) (Navy Public Affairs Manual) and reference (l) (Joint Ethics Regulation). Generally these allow fundraising events for united charity campaigns authorized by the Secretary of Defense, military service aid societies, military service organizations, and local charities. Funds raised by local branches of national organizations must be expended locally with none going to support the national organization. Commercial sponsorship arrangements are not considered fundraising events.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 5: MEASURES OF EFFECTIVENESS

1500. MEASURES OF EFFECTIVENESS (MOE'S)

1. In order to allocate and prioritize resources and to take action aimed at the prevention and detection of work product problems, a set of standard performance indicators, tracked over time is required for the organization. The MOE process establishes the parameters of performance within which processes, programs, projects, and acquisitions are measured to determine if the desired results are being achieved in support of mission goals. Too often, an organization measures simply what is easy to measure instead of measuring whether the program or service is achieving the intent for which the program or service was intended.

2. The MOEs help to evaluate the effectiveness of the MCCS organization through a combination of program measures that determine if the MCCS Program is achieving the stated purpose: Support readiness and retention by taking care of our Marines and their families. This MOE supports the DC/S M&RA MOE of maximizing the number of units reporting patients, prisoners, training personnel and transients in readiness reporting.

3. The Categories of MOEs that follow are ordered in the following manner:

- a. Increase Marines Overall Life Satisfaction
- b. Improve the Percentage of Marines living a Healthy Lifestyle
- c. Reduce Problems for Commanders (subcategorized into Measurements for Individual Behavior, Personal Well Being, Economic Well Being, and Family Well Being)
- d. Business Operations
- e. Resource Management
- f. Other

1501. INCREASE MARINES OVERALL LIFE SATISFACTION

1. Rationale. The Marine Corps is made up of young men and women from the civilian society who have been transformed into Marines. As a product of society, they have certain expectations of the products, programs, and services that are available to all Americans. Providing equitable benefits with the civilian sector influences the Marine to remain in the Marine Corps, or eliminates overall life dissatisfaction as a reason to leave. At some point in their career all Marines return to civilian life and potentially become the Marine Corps' best recruiters as they talk to others about their experiences as Marines.

2. Measurement

a. Measure the "overall, average satisfaction with QOL" score from the Quality of Life for Marines study. This study was first administered in 1993 and then repeated in 1998. Scores are enumerated on a 1 (completely dissatisfied) to 7 (completely satisfied) scale. Numerous MOEs will reference this all important study.

b. Measure the percentage of Marines who respond "less likely" or "Much less likely" to the question "Would you be more likely or less likely to have your ideal job NOW if you were a civilian" from the Quality of Life for Marines study.

c. Measure the percentage of Marines who respond "a little better," "considerably better," or "a lot better" to the question "Consider your personal development since joining the Marine Corps. Do you think your personal development would have been better or worse if you had remained a civilian" from the Quality of Life for Marines study.

3. Partial Contribution of MCCS. MCCS Programs and services play a major impact in the military outcomes of performance, readiness, and retention. However, MCCS recognizes that it is not the only factor determining the success of the three outcomes. Marines fight battles and win wars and are influenced by a number of factors over which MCCS has no control. Potential MOEs to which this situation applies are below.

a. Measure the number and percentage of Marines not combat ready as measured by "unhealthy" codes in the Marine Corps Total Force System (MCTFS) on a quarterly basis. Although Readiness is assumed to mean "in combat units," this measure will be taken Marine Corps wide as those unhealthy in training result in longer

periods of prisoners, patients, training personnel and transients status and therefore non-combat ready units.

b. Measure the percentage of reenlistment goal achieved (and by the given date) by HQMC, M&RA. The data is provided by M&RA (MP) who is responsible for determining the number of reenlistments needed by MOS.

c. Measure the divorce rate of Marines as determined from MCTFS data.

d. Measure the percentage of Marines who feel "a little better," "considerably better," or "a lot better" to the question "How satisfying do you think your marriage would be if you were not in the Marine Corps?" from the Quality of Life for Marines study.

1502. IMPROVE THE PERCENTAGE OF MARINES LIVING A HEALTHY LIFESTYLE

1. Rationale. The development of the MCCS structure included the expansion of the Semper Fit program. All fitness, recreation, and wellness programs and services now fit into the realm of one program manager who is responsible for the whole aspect of the Healthy Lifestyle for Marines. The Marines need to be healthy to fight and win as America's 911 force in readiness.

2. Measurement

a. Measure the "overall, average satisfaction with Health" score from the Health Related Behavior study.

b. Measure the percentage of Marines who indicate that they smoke from the Health Related Behavior study.

c. Measure the percentage of Marines who indicate that they do not abuse alcohol from the Health Related Behavior study.

1503. REDUCED PROBLEMS FOR COMMANDERS

1. Rationale. MCCS is the commanders program. It can be tailored to meet the needs and desires of the Marines to ensure an equitable level of access to MCCS Programs is available to all Marines regardless of their geographic location or duty assignment. The goal is to offer programs and services available for use that will improve the performance, readiness and

retention of the Marines. The MCCS organization was formed for the purposes of prevention and equity. I want to stop problems before they happen in order to maximize the warfighting capability of the Marine.

2. Measurement for Individual Behavior. The source for the following data is the U.S. Navy Safety Center. Measure the decrease in the number of:

- a. Total alcohol-related mishaps.
- b. Off duty injuries (motor and non-motor vehicle).
- c. Money lost due to mishaps by Marines and dependents.
- d. Number of Drug and Alcohol Related Disciplinary Procedures.
- e. Percent of Positive Urinalysis Samples.
- f. Incidents of Spouse and Child Abuse.
- g. Incidents of Repeat Spouse and Child Abuse.
- h. Incidents of Repeat Alcohol abuse.

3. Measurement for Well Being, Personal

- a. Measure the number Marines who completed degrees (AA, BS, and MA) as obtained from CMC (MRV).
- b. Measure the number Marines who successfully completed Voluntary Education courses, as obtained from CMC (MRV).
- c. Measure the number of Marines who have to leave their deployed unit to return home for family problems as obtained from MCTFS data.
- d. Measure the number of Marines who report they have missed more than 5 days of work in the past year due to injury or illness as obtained from the QOL in the Marine Corps study.

4. Measurement for Well Being, Economic

- a. Measure the number of incidents of Bankruptcy as reported from installation's input.

b. Measure the number of repeat customers to Navy and Marine Corps Relief Society (N/MCRS) (for loans or grants) as obtained from N/MCRS data.

5. Measurement for Well Being, Family

a. Measure the percentage of Marines who report they are satisfied (or better) with the military environment for raising children as obtained from the QOL in the Marine Corps study.

b. Measure the level of successful participation in the CREDO and PREP programs as obtained from the Chaplain of the Marine Corps.

1504. BUSINESS OPERATIONS

1. Rationale. NAF pay for a large proportion of the Quality of Life programs. Along with self sustaining Category C programs, these funds replace shortfalls in APF funding goals of 100% for Category A programs and 65% for Category B programs. Additionally, NAF funds pay for capitalization and initiatives for further improvement of Business Operations. Effective business methods must be used throughout individual MCCS organizations to ensure the continued flow of funds, thus ensuring the continuation of the enterprise.

2. Measurement

a. Measure the price savings to customers of the business operations activities to ensure competitiveness with the local economy.

b. Measure the "dollars profit per square foot of floor space" for retail stores to ensure competitiveness with the local economy.

c. Measure the increase in satisfaction with selection from the customers of the retail facilities as per the Customer Satisfaction Index.

d. Measure the increase in satisfaction with price from the customers of the retail facilities as per the Customer Satisfaction Index.

e. Measure the number of activities meeting the financial standards.

f. Measure the decrease in work force costs due to restructuring, use of the USA Practice, use of technology or other efficiencies, as obtained from local human resources organizations.

1505. RESOURCE MANAGEMENT

1. Rationale. Part of the financial responsibility of the MCCS enterprise is to ensure proper funding sources. Historically, the Marine Corps has found this challenging. Whenever NAF dollars are used where APF are legally available, this stops NAF money from going "back to the Marine" in any number of forms. Only through prudent resource management, with quantifiable, justified requests from the Installation MCCSs, will APF funds be able to adequately compete at Resource Allocation competitions.

2. Measurement

a. Measure the increase in the percent of APF funds to total program costs, by program and service, for Category A and Category B programs to achieve the DoD goal.

b. Measure the number of Installations submitting quantifiable, justified requests for MCCS APF support for resource allocation decision opportunities (Program Review (PR), Program Objective Memorandum (POM), Budget Enhancement List (BEL) and mid-year reviews).

c. Measure local capitalization compliance with budgetary guidance of 1% of sales per year as measured in financial statements.

d. Measure the cost/benefit of programs and services to determine proper resource allocation and divestiture opportunities.

1506. OTHER

1. Customer Satisfaction

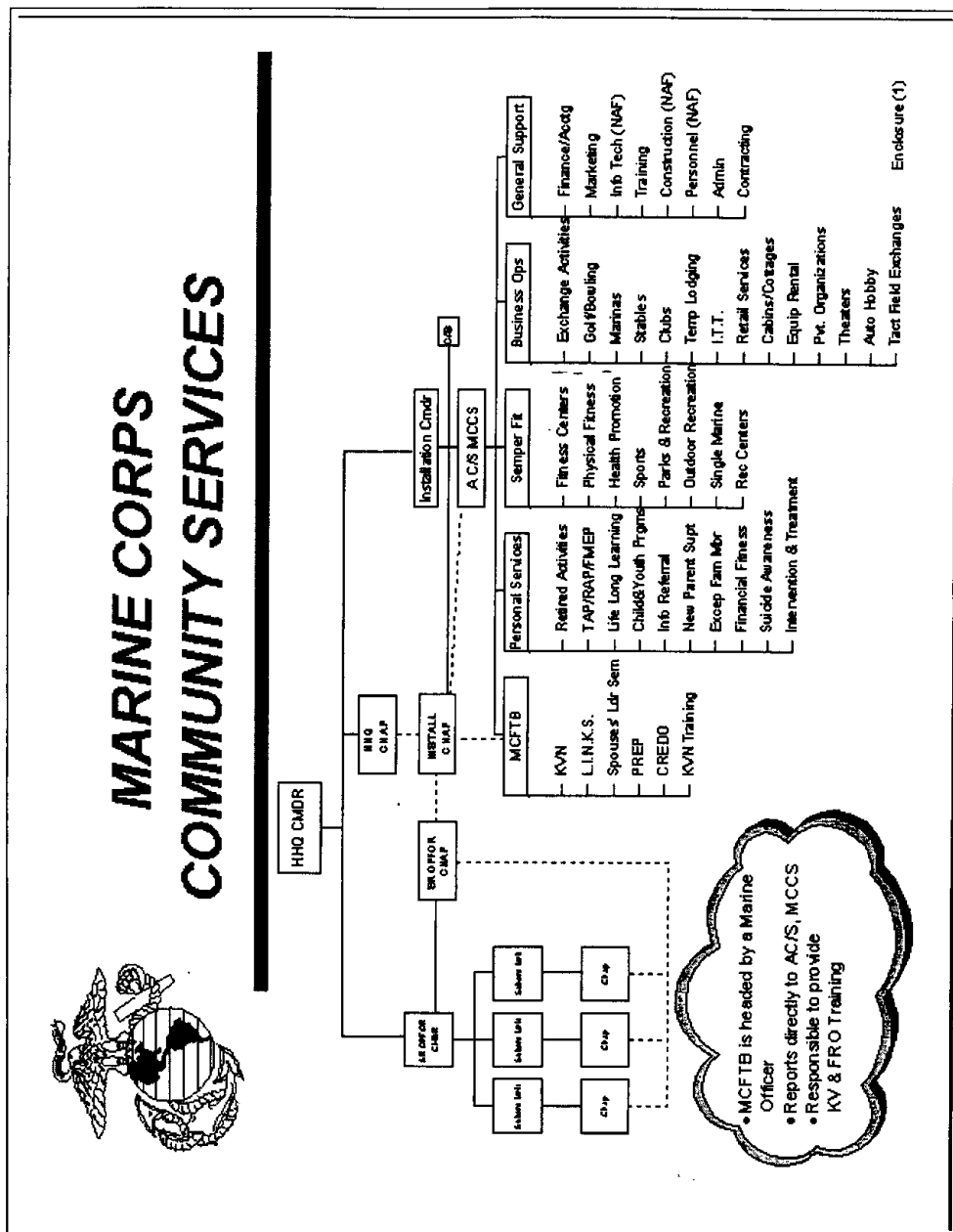
a. There are several MOEs which refer to levels of customer satisfaction with MCCS Programs and services. Customer satisfaction will be determined (benchmark) and then tracked over time to determine relative increases or decreases. All applicable programs should use this information to make improvements in product and service delivery.

b. Although important in several cases, satisfaction is not important in others. For example, treatment services are probably not rated high in satisfaction by the customer. What is important in this case, is whether the behavior being treated returns or not.

2. Standardization

a. I have issued my guidance that there be One Corps, One Standard. Marines and their families will be able to change duty stations and have the same basic programs and services available to them with essentially the same program delivery. This is particularly challenging when considering Marines on Independent duty. The culture and ethos of the Marine Corps is one of taking care of our own, contributing to the desired military outcomes of performance, retention, and readiness. In support of this initiative, there have been standards published for each of the 18 Core Programs and Services. The MOE for achieving the standard is: Measure the increase in the percent of compliance with the standards established for the Core Programs, by program.

b. Standards will be established and published for the Non-Core programs and services under separate cover.



MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

	<u>PARAGRAPH</u>	<u>PAGE</u>
GENERAL	2000	2-5
BASELINE MCCS PROGRAMS (CORE PROGRAMS)	2001	2-6
BASELINE (CORE) STANDARDS	2002	2-7
OPERATIONAL AND FINANCIAL PLANNING	2003	2-8
HOURS OF OPERATION	2004	2-9
DIRECT VERSUS INDIRECT OPERATION	2005	2-9
CONTRACTS WITH GOVERNMENT AGENCIES	2006	2-11
SECURITY	2007	2-11

SECTION 1: BUSINESS OPERATIONS

PURPOSE	2100	2-15
BACKGROUND	2101	2-15
SCOPE	2102	2-15
POLICY	2103	2-15
ELIGIBILITY	2104	2-15
CAPABILITIES	2105	2-16

SECTION 2: MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

PURPOSE	2200	2-19
BACKGROUND	2201	2-19
SCOPE	2202	2-19

MCCS POLICY MANUAL

	<u>PARAGRAPH</u>	<u>PAGE</u>
POLICY	2203	2-20
ELIGIBILITY	2204	2-21
CAPABILITIES	2205	2-21

SECTION 3: PERSONAL SERVICES

PURPOSE	2300	2-23
BACKGROUND	2301	2-23
SCOPE	2302	2-23
POLICY	2303	2-23
ELIGIBILITY	2304	2-24
CAPABILITIES	2305	2-24

SECTION 4: SEMPER FIT

PURPOSE	2400	2-27
SCOPE	2401	2-27
CAPABILITIES	2402	2-27
POLICY	2403	2-28
RECREATIONAL/OFF-DUTY SAFETY	2404	2-29

SECTION 5: DEPLOYMENT SUPPORT

PURPOSE	2500	2-31
SCOPE	2501	2-31
POLICY	2502	2-31

MCCS POLICY MANUAL

	<u>PARAGRAPH</u>	<u>PAGE</u>
CAPABILITIES	2503	2-31
EXECUTION	2504	2-31
FUNDING	2505	2-34
STAFFING	2506	2-35
RESPONSIBILITIES	2507	2-36

SECTION 6: MCCS PROGRAM FOR THE MARINE CORPS RESERVE

POLICY	2600	2-43
--------------	------	------

SECTION 7: PROPERTY CONTROL

PROPERTY MAINTENANCE	2700	2-47
PROPERTY ACCOUNTABILITY	2701	2-48
PROPERTY CONTROL PROCEDURES	2702	2-49

FIGURE

2-1	QOL DEPLOYMENT SUPPORT RECREATION KIT	2-39
2-2	HEALTH AND COMFORT PACKS	2-40
2-3	ACCEPTANCE OF GIFTS/DONATIONS	2-41

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

2000. General. Our Corps' personal and family readiness will be delivered through the following essential, required capabilities:

1. Business Operations. Business Operations consist of those MCCS MWR functional elements that provide goods or services to the military community and generate dividends critical to successful operation of other joint funded services. Business Operations include auto hobby, bowling, cabins/cottages, clubs, equipment rental (Category C), exchange activities (convenience stores, gas stations, main stores, package stores etc.), fast food activities, golf; information, tickets and tours; marinas, retail services (barber/beauty shops, dry cleaners shops), stables, temporary lodging facilities and theaters.
2. Marine Corps Family Team Building (MCFTB). MCFTB synchronizes five distinct family readiness programs to ensure commanders and program volunteers receive necessary resources and support to facilitate family readiness. MCFTB shall, at a minimum, include the following: Chaplains Religious Enrichment and Development Operation (CREDO); Key Volunteers; Lifestyle Insights, Networking Knowledge and Skills (L.I.N.K.S); Prevention Relationship and Enhancement Program (PREP) and the Spouse Leadership Seminars.
3. Personal Services. Personal Services consist of those capabilities that contribute to an individual's quality of life by providing information to help people make sound decisions, providing prevention education on unhealthy lifestyles, and through intervention/treatment. The services provided include the following: children and youth programs, exceptional family members, financial fitness, information and referral, intervention and treatment (family advocacy, family and individual counseling and substance abuse), lifelong learning (voluntary education and libraries), New Parent Support, Relocation Assistance programs, retired activities, suicide awareness and prevention and Transition Assistance Management Programs. Note: Intervention and treatment services will be physically located and conducted separately from other preventive services.
4. Semper Fit. The Semper Fit Program is the point of main effort in enhancing the personal readiness of our Marines and healthy lifestyles of our families. It will provide a combined

arms team of fitness professionals, medical experts, educators and recreation specialists built around core standardized programs. Garrison gymnasiums and fitness centers are the focal point for this effort.

5. General Support. General Support provides support to all MCCS Programs and services, within capability. General Support functions include administration, facilities, financial management/accounting, management information systems, marketing, personnel, procurement and contracting and training.

2001. BASELINE MCCS PROGRAMS (CORE PROGRAMS)

1. The MCCS BOD is chartered with establishing the list of baseline MCCS Programs for Marine Corps installations. This list may affect the amounts of funding and other support given to various MCCS activities. Core programs shall receive priority for funding and other resource distribution. Non-core programs may be curtailed or closed, however, if funds are limited or the program is financially unprofitable. To accomplish this mission commanders must provide facilities, services, and activities of sufficient diversity to appeal to the preferences and interests and meet the needs of the majority of military personnel and their families. The following programs are the core MCCS Programs for the Marine Corps. Commanders are responsible for providing them per core standards:

a. Business Operations - Automotive Skill Development; Convenience Store Services; Exchange Services; Gas Station Services; Food/Beverage Services; Haircutting Services; Laundry/Dry Cleaning Services; and Temporary Lodging.

b. Personal Services - Library, Learning and Information and Youth Activities.

c. Semper Fit - Basic Social Recreation (Shipboard, Company and/or Unit Level); Physical Fitness and Wellness; Parks and Recreation; Recreational Aquatics; and Sports and Athletics.

All MCCS activities are authorized, but not limited, to conduct these and other programs unless specifically prohibited elsewhere. These programs may be provided either directly or indirectly by the command or may be available in the local community.

2. All MCCS Category C activities (excluding MCSS) are classified as revenue generators. ALL revenue generating

activities must generate an operating profit. An operating profit is defined as the profit after all direct expenses, direct overhead and other income directly attributable to the activity is considered. Any revenue generator that shows a loss over two consecutive fiscal years must be changed or the Commander must justify keeping the activity open to the MCCS BOD. If the activity is a Core Program then special attention must be made to bring the facility into compliance with profitability standards.

3. When a command operates an MCCS program with an approved NAFI, MCCS shall be responsible for providing all related activities which are required or desired by the command. Other NAF instrumentalities authorized to operate on a Marine Corps installation and private organizations shall not engage in resale activities, or MCCS related activities in direct competition with the MCCS operation.

4. The above policy does not prohibit any members of the command or any member's dependent from making arrangements for any commercial firm to visit the installation in order to perform a specific service the member may desire. Further, this policy does not prohibit individual members from conducting business enterprises within the confines of Government installations.

2002. BASELINE (CORE) STANDARDS. The MCCS BOD shall set standards for Marine Corps MCCS activities. At a minimum these standards shall include the following areas:

1. Program. Ensure the MCCS Programs meet mission requirements and are customer driven. MCCS activities shall periodically (at least annually) measure customer demand, usage, and satisfaction, and act on the findings.

2. Financial. Ensure MCCS Programs are adequately and equitably resourced with APF and NAF according to financial categories. Ensure that installation MCCS NAFI'S are financially sustainable and support program equity.

3. Construction. Ensure MCCS facilities adequately support programs and services that meet the needs of authorized patrons. MCCS NAF construction programs shall be supported by feasibility studies and should seek solutions that provide long term economies of scale and efficiencies, such as multi-use facilities.

4. Training. MCCS activities shall provide training programs that stress both stewardship, ensuring that commanders and MCCS

managers understand their fiduciary accountability and program responsibilities, and customer orientation.

2003. OPERATIONAL AND FINANCIAL PLANNING

1. Operational Program Planning. While establishing required plans, commanders and their MCCS staffs shall inventory and review all MCCS activities on an installation and within a 100 mile radius for those units geographically separated using the factors below.

- a. Personnel MCCS needs and interests.
- b. Physical and natural resources both on and off base.
- c. Programs and facilities available at adjacent military bases and in the local community.
- d. Available or projected manpower and available fiscal resources necessary for effective program operation and management.

2. An annual program plan shall be developed for each MCCS program by the AC/S or Director MCCS and the individual program managers. These plans shall encompass all ongoing activities within the MCCS program and planned future ones. Plans shall also tie in with the overall MCCS Strategic Plan. All plans shall include:

- a. Goals. The goal statement shall encompass the elements of the mission statement. Goals recognize long-range achievements which are difficult to measure.
- b. Objectives. Objectives are measurable means of achieving goals.
- c. Action Plans. They shall state the specific milestones necessary to complete the objective and identify dates and necessary resources.

3. Financial Planning. Financial plans establish specific future goals and must periodically compare actual results to planned objectives. Financial plans are formal statements of management plans for the future expressed in financial terms. They must include projected sales and net profit forecast for MCCS revenue generating activities as well as formalized budgets

for both APF and NAF expenditures planned for the MCCS nonrevenue generating activities.

4. Financial managers shall prepare a monthly profit and loss statement including expenditures against planned budget and prior period performance for activities.

5. The AC/S or Director MCCS shall prepare a NAFI financial plan for approval by the Commander not later than 1 October each year. The financial plan shall include projected sales and other revenues, projected net profits and a preliminary budget for expenditures of both APF and NAF for nonrevenue generators for the next accounting year. The plan must include capital expenditures planned for the coming year. The plan must also highlight any changes in conditions that impacted the projections, such as changes in troop strength, opening of a new facility or activity, operational changes and inflation.

2004. HOURS OF OPERATION. MCCS operations must provide the greatest service and convenience to the greatest number of authorized patrons within financial considerations. The AC/S or Director MCCS shall determine the hours of operation of each MCCS facility. Approved hours of operation shall be prominently displayed at each facility.

2005. DIRECT VERSUS INDIRECT OPERATION

1. In a decentralized operation, the installation commander is tasked with the responsibility for operating MCCS Programs to meet patron demand. Before new services are initiated there must be a valid need for them based on market analysis and customer demand. Location, accessibility, adequacy, and pricing structure of similar services in the private sector and nearby military installations must be considered. Commanders may provide services directly, indirectly (contract or a Public/Private Venture (PPV), see definition Appendix A), or a combination thereof. MCCS Programs shall consider using PPV agreements to meet the capital requirements for MCCS Programs and use such agreements when it makes good business sense to do so.

a. Direct Operation. All phases are under the direct control of the MCCS activity and all work performed or services rendered are by MCCS activity personnel.

b. Indirect Operation

(1) Contracting Out. The MCCS activity contracts with an individual or firm for the purpose of performing specific services. Any element of MCCS activity operations may be considered for contracting out. Contracts shall be awarded by competitive negotiation, and shall clearly establish performance standards, services or items to be provided, equipment requirements, and method of pricing. Personnel performing the services are employed and managed by the contractor. Contracting out does not normally involve providing a facility.

(2) PPVs. PPVs shall be considered for Category C MCCS proposed capital requirements in excess of \$1,000,000 and may be considered for capital requirements in Categories A and B. The assessment must also ensure that the benefit and the mission are not compromised. The assessment shall consider the effect of a PPV on authorized patrons, the MCCS program, the DoD mission, and the local community.

(a) If a PPV alternative is suitable, the NAFI shall perform an economic analysis to determine whether a NAF capital expenditure or a PPV provides the best value. Capital budgeting techniques, such as net present value analysis, shall be used to ensure that the NAF capital expenditure and the PPV alternative(s) are reasonably compared.

(b) If the PPV option appears economically advantageous, the NAFI shall conduct a commercial viability analysis. The commercial viability analysis determines the PPV parameters and approach that are feasible in the commercial marketplace. The NAFI shall solicit information from potential offerors and provide opportunities for comment by the local community.

(c) All PPV projects must be submitted and approved via the MCCS BOD.

(d) All fees, commissions, or other payments required by a NAFI contract (other than real property rental payments) will be deposited into NAF accounts.

c. Combination Operation. Elements of direct and indirect operations are combined. These are often referred to as "agency contracts" because MCCS acts for or represents the contractor in the transaction with the customer. The contractor is the principal, and MCCS is the agent. MCCS accepts customer orders for services or items on behalf of the contractor who fills the order. For accounting purposes these are considered indirect operations.

2006. CONTRACTS WITH GOVERNMENT AGENCIES. MCCS may enter into contracts or other agreements with other elements of DoD or other Federal agencies to provide or obtain goods and services when beneficial to the efficient management and operation of the NAFI system. All sales to other Federal agencies will be at full retail price.

2007. SECURITY. The commander is responsible for security of MCCS spaces and areas. Security for MCCS facilities, funds, merchandise, supplies and equipment shall be maintained by establishing individual responsibility. Individuals shall be held accountable for any loss due to fraud, negligence or failure to exercise duties in a prudent manner and with the skill expected of a reasonable person with similar training, experience, and while performing in a similar position. Detailed instructions concerning security and loss prevention, applicable to MCCS MWR activities are contained in reference (m).

1. Internal Security

a. In MCCS MWR activities as in most businesses, there are three types of losses: internal and external theft and inadequate or violated procedures. Enforcement of adequate security procedures is essential in protecting MCCS MWR activity assets.

b. Retail inventory losses; other than those caused by burglaries, holdups, arson damage and vandalism, and confessed employee dishonesty; are called shrinkage. Shrinkage is that amount of merchandise which is unaccounted for at the end of the year after physical inventory verification and necessary adjustments. Controlling shrinkage is an important managerial function.

c. An active, ongoing security program shall be established to ensure that adequate security measures and controls for safeguarding all MCCS MWR activity assets are initiated and maintained at all activities. This program shall emphasize loss prevention rather than after-loss detection.

d. Internal controls shall be established which ensure the division of duties within a NAFI activity so that no one person or functional department shall handle any financial transaction from beginning to end. For example, changes to personnel records must be reviewed by persons other than those responsible for the original input. Computerized personnel payroll system security logs must be reviewed by the AC/S or Director MCCS or a designee.

Also, all personnel involved in purchasing, inventory control, warehouse management, cash collecting, and other NAF financial management functions must take vacation leave at least once each year for at least five consecutive working days.

2. Electronic Data Processing Security. Data processing security involves the physical security of the data processing area to prevent unauthorized individuals from gaining access to the equipment and information. It also involves procedures to prevent the inadvertent or intentional destruction or distortion of processed information. Procedures must be established to permit access to the physical facility to only authorized personnel. Additionally, separation of key duties at all levels and strict controls and use of passwords to gain access to computer programs must be established to preclude any one individual or functional element from adversely affecting the system. See reference (m) for further guidance.

3. Fire and Safety. Policy for the various parts of the Marine Corps Safety Program are prescribed by MCO P5100.8, MCO 5100.19, 5100.25, MCO 5100.29, MCO 5100.30, MCO P5102.1, and MCO 6260.1. Military and civilian supervisors at all levels are responsible for personnel in their charge. They must instruct personnel thoroughly in the safety practices applicable to the operations which are being performed and enforce the observance of all regulations governing the activity. Supervisors, because they are capable of direct surveillance of unsafe acts and conditions, shall eliminate all potential accident hazards existing within activities for which they are responsible.

a. All personnel must understand and observe the safety standards and regulations which are established for the prevention of injury to themselves and other persons, or damage to property and equipment. MCCS management must also insure that personnel employed on the station by contractors operating MCCS activities are aware of and made to follow the same safety standards and regulations as DoD personnel.

b. All MCCS facilities and equipment shall be made available for inspection for fire and safety hazards periodically by the fire marshal or other designated representatives at times determined by the commander. Reports of such inspections and the corrective action taken shall be maintained on file by the activity.

c. MCCS activities are encouraged, when allowed by local base policy, to establish their own MCCS Safety section to insure the MCCS activity's compliance with applicable safety standards

and regulations. These programs may include both occupational and hazardous material (HAZMAT) safety programs.

4. Criminal Activity

a. Any employee, or person connected with MCCS, shall notify the AC/S or Director MCCS, or higher authority, if appropriate, any known or suspected misappropriation, embezzlement, larceny, robbery, computer software copyright infringement, or any other criminal activity, connected with MCCS, for action according to applicable instructions. The AC/S or Director MCCS shall notify the commander of any such criminal activity, or suspicion thereof

b. Commanders shall notify CMC (MR), in writing, of any significant (over \$5000 net loss) instances of improprieties occurring relative to the operation of MCCS activities. The initial notification shall include a short comprehensive narrative statement concerning the nature of the irregularity; the action taken to investigate and correct the irregularity; and the estimated target date for completion. The final submission shall include a statement citing specific areas of improvement to prevent future occurrences. Notifications shall be submitted upon disclosure or discovery of the irregularity, and subsequent ones shall be submitted periodically until the investigation of the irregularity and all corrective actions have been satisfactorily concluded.

5. Serious Incident Reporting (SIR) Commanders shall copy CMC (MR) on all reports covering serious injuries, deaths, and major property damages occurring to MCCS personnel, MCCS patrons, equipment, or facilities. The report shall contain the minimum following information:

a. Name of reporting command.

b. Complete description of incident being reported: names of personnel involved, dates and times, estimated cost of losses, circumstances involved, identification of any vehicles, aircraft, boats, etc., involved.

c. Names and telephone numbers (commercial and DSN) of witnesses or police officials.

d. Identification of any pertinent adverse publicity.

e. POC for this SIR (Name and telephone numbers).

f. Notification of investigations resulting from the incident.

g. Any other pertinent information.

h. Follow on reports shall continue to be made until all information listed above is reported.

i. Copies of the final investigative reports shall be forwarded to CMC (MR).

6. Management Analysis and Control (MAC). MAC assists AC/Ss or Directors MCCS in discharging their responsibilities. MAC may review accounts and records, internal controls, monitor compliance with rules and regulations, and shall normally report directly to the AC/S or Director MCCS. MAC may assist in developing internal controls and monitor and validate inventory procedures.

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

SECTION 1: BUSINESS OPERATIONS

2100. PURPOSE. To provide authorized patrons with goods and services necessary for their health, comfort and convenience, good morale and general well-being.

2101. BACKGROUND. Business Operations provide the main commercial services to authorized patrons.

2102. SCOPE. The AC/S or Director MCCS and their subordinate staffs are responsible for implementing and operating Business Operations. At a minimum, the following core programs shall be provided through either direct operations, indirect operations (third party), or community resources: main exchanges, convenience stores, service stations, laundry and dry cleaning, barber shops, food service, lodging, and auto hobby shops.

2103. POLICY. MCCS Business Operations will provide goods and services at the lowest practical prices, with quality service, while providing a supplemental source of funding for other MCCS Programs. Pricing is the responsibility of each AC/S or Director MCCS. Pricing shall be the same for all patrons of a retail, services, food and beverage, or temporary lodging activity. No authorized patron shall receive special prices or privileges not available to other patrons. This does not prohibit tailoring unique promotions to major target groups (families, single personnel, independent duty personnel and retirees, etc.) as a means of increasing sales or participation. Special prices and privileges shall not be given to food and beverage functions designated as Commander Sponsored." Recreational business and recreational lodging pricing may be differentiated by rank. Guidance concerning policy and procedures for operating and administering these activities is contained in reference (n).

2104. ELIGIBILITY. See paragraph 1201 for Business Activities eligibility.

2105. CAPABILITIES

1. Authorized Business Operations. Business Operations are authorized, but not limited, to operate or provide the following activities:

a. Retail Operations: Main retail stores including branch stores; convenience/7-day stores; service stations including fuel, and auto repair, and merchandise; catalog sales; grocery stores, when specifically authorized; military clothing stores; packaged alcoholic beverage stores; pro shops; photo processing; retail concessionaires; tactical field exchanges.

b. Services Operations: Barber shops and beauty shops; laundry, dry cleaning, laundromats; auto, truck, and trailer rental; bicycle rentals/repairs; cable television service; car wash; contractor operated car maintenance and repair facilities; equipment rental; flower shops including flowers by wire; game and amusement machines; income tax preparation; package and gift wrapping service; personal telecommunications services; imprinting, engraving and plastic laminating; photographic studios; picture framing services; shoe repair; tailor shops; telephone centers; watch repair; Western Union type service; vending machines, both product and non-product; video rentals and video production services; and yearbooks, annuals, and other pictorials; medical and optical services and mini warehouse (upon approval by CMC (MR)).

c. Food and Beverage (F&B) Operations: Fast food activities; bakeries; bars and cocktail lounges; cafeterias; clubs; on and off-premises catering on military installations; full dining service (restaurants); mobile canteens; other food and hospitality related operations as approved by the CMC (MR).

d. Lodging Operations: Temporary Lodging Facilities; cabanas; cabins; cottages; and guest houses.

e. Recreational Business Operations: Auto hobby shops; concessions at air shows; arts and crafts; bowling centers; golf courses; information, tickets and tours (ITT); interservice rifle competition; marinas; boarding and riding stables; special events; and theater facilities and motion picture production.

f. Public Private Ventures (upon approval by CMC (MR)): See paragraph 2005.

g. Special Activities: Special activities are authorized in MCCS activities including:

(1) Amusement and/or recreation machines, such as slot machines, and other machines that return money or tokens redeemable in money are authorized in overseas areas, unless prohibited by host country agreement.

(2) Bingo may be played on installations within the U.S. that are fully ceded to the U.S. Government and on those installations that are not fully ceded when it is allowed within the local civil jurisdiction. Activities outside the continental U.S. (OCONUS) may have bingo when allowed by host country laws or agreements.

(3) Raffles may be conducted on installations within CONUS and shall comply with applicable Federal law (installations located on ceded land must comply with applicable state law). OCONUS activities may conduct raffles when allowed by host country laws and agreements. Area counsels shall review all proposed raffles for legal sufficiency. Raffle promotions, ticket sales, and awarding prizes shall take place entirely on the sponsoring installation. Participation of local national personnel is prohibited. Raffles must cover all costs of conducting the raffle. Raffle tickets shall clearly state the maximum number of tickets offered for sale in the raffle. MCCS MWR activity employees and their immediate families are not eligible to participate in MCCS sponsored raffles. This prohibition does not apply to vendor sponsored raffles which may be offered through MCCS activities over which MCCS has no control. Under no circumstances shall individuals directly involved in the sale of tickets or physical conduct of the raffle be given eligibility to participate. Every effort shall be made to prevent the perception of impropriety.

(4) Monte Carlo games and activities are authorized with non-monetary prizes. No reimbursement shall be made to patrons for unused or accumulated tickets, chips, etc. These events must be conducted entirely on the sponsoring installation. International agreements apply overseas.

2. Unauthorized Activities. MCCS activities shall not operate the following: lotteries or sell lottery tickets; pull-tab bingo; sell or redeem chit books related to the sale of alcoholic beverages; award coupons for reduced prices on alcoholic beverages or tobacco products; or offer free samples or tastings of tobacco or alcohol products.

b. The operation of gaming devices on U.S. Government property or within the territorial jurisdiction of the United States is prohibited. Gaming devices are authorized at overseas activities where not in violation of U.S. laws, SOFA, or local laws. Gaming devices may be operated only when specifically approved by the CMC (MR).

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

SECTION 2: MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

2200. PURPOSE. To ensure standardization and equity of MCFTB throughout the Marine Corps.

2201. BACKGROUND

1. MCFTB is the point of main effort in enhancing family readiness. MCFTB synchronizes five distinct, yet complementary, family readiness programs (KVN, L.I.N.K.S., Spouses' Leadership Seminar, PREP, and CREDO) to ensure commanders and program volunteers receive necessary resources and support to facilitate family readiness. Previously, these programs were embedded with the programs found within the former Family Service Centers. MCFTB was created to institutionalize them into one overarching program.

2. At HQMC, the CMC (MR) Deputy Director for Programs serves as the Family Readiness Support Officer. The Chaplain of the Marine Corps advises the Commandant on MCFTB, and coordinates with the Family Readiness Support Officer in all policy decisions, budget preparations, etc., regarding MCFTB.

2202. SCOPE. MCFTB synchronizes five distinct, yet complementary programs into one overarching program. Individually, each program provides valuable training to Marines and their families resulting in better educated Marines and their spouses. The KVN remains the Commander's program in which each commander shall maintain an effective network. L.I.N.K.S. and the Spouses' Leadership Seminar shall be established and operated at each installation. PREP and CREDO are both Chaplain sponsored programs and are under the tutelage of each installation Command Chaplain. PREP and CREDO are designed to assist couples in more effective communication skills and relationship enhancement. It is intended that all installations sponsor PREP, while CREDO is offered at Camp Lejeune, North Carolina; Camp Pendleton, California; Twentynine Palms, California; Naval Station San Diego, California; Naval Station Mayport, Florida; Marine Corps Base, Hawaii and Camp Butler, Okinawa, Japan. All five programs directly enhance an individual's and family's quality of life.

2203. POLICY. MCFTB is absolutely essential and must have the support of every leader in our Corps. To be effective, MCFTB must be interconnected through all the functions within MCCS. The five programs under the MCFTB umbrella shall be delivered at Marine Corps installations and will include support for those on independent duty as well.

1. Family Readiness Support Officer (FRSO)

a. A FRSO billet shall be established at each Marine Corps base/station. This billet shall be filled by an active duty Marine officer, who shall be responsive to the senior supported commander and report directly to the AC/S or Director MCCS. The creation of this billet does not replace nor does it eliminate the need for Family Readiness Officers (FRO) at the headquarters of the MEF, major subordinate commands (MSC), and all units. The FRSO supports all tenant and operational commands' FROs, KVN's, L.I.N.K.S., Spouses' Leadership Seminar, PREP, and CREDO programs. Some of the responsibilities include: KV and Family Readiness training, MCFTB budgetary requirements, volunteer reimbursement, pre and post-deployment support coordination, APF/NAF usage, etc.

b. The FRSO, in coordination with the base/station Command Chaplain, shall be proactive in soliciting the family readiness needs of resident, all tenant operational force and permanent unit commands, and in marshaling the capabilities and resources of the MCCS Division of the installation to meet those needs. The FRSO shall ensure periodic MCFTB meetings are held. These meetings shall include the base/station Command Chaplain, senior operational force chaplain, FRO, Key Volunteer Coordinators, L.I.N.K.S. Team Leaders, and Spouses' Leadership Seminar Coordinators to ensure MCFTB support requirements are being met.

2. Base/Station Command Chaplain's Role. The base/station Command Chaplain has a unique role in the area of MCCS in general and MCFTB in particular. The base/station Command Chaplain, much like the Chaplain of the Marine Corps in his/her relationship to me, is an advisor to the Installation Commander on all aspects of what is called the "prevention battle." But, most importantly, since the Chaplain Corps, along with unit Commanding Officers, are on the front lines of the "prevention battle," they bring a unit-level perspective to the MCFTB effort. By focusing on the "prevention battle" as part of their ministry, the chaplain "network" can bring great synergy to the prevention efforts. In order to ensure that the base/station Command Chaplain can fulfill his/her responsibility, the AC/S or Director MCCS shall ensure the base/station Command Chaplain is integral

to all meetings, policy formulation, and budget decisions. The base/station Command Chaplain shall coordinate with and support the FRSO to ensure success across all MCFTB program elements. The base/station Command Chaplain shall normally serve as the MCFTB link between the installation, tenant, and operational command chaplains.

2204. ELIGIBILITY. See paragraph 1200.2.

2205. CAPABILITIES

1. KVN. The KVN is the commanders' program. Volunteer spouses of active duty members of a command comprise the KVN for that particular command. Key Volunteers serve as the communication link between the command and its families, and nurture a sense of community within the command. Key Volunteers also provide information and referral to unit families to assist in problem solving at the lowest level. The FRSO at each installation shall coordinate training to potential Key Volunteers. Reference (f) provides further policy regarding the KVN organization, training, and funding.

2. L.I.N.K.S. L.I.N.K.S. fosters personal growth that enables participants to understand and successfully meet the challenges of the Marine Corps lifestyle which enhances the readiness of the Marine Corps. To function effectively as a member of the Marine Corps society, one needs a basic understanding of what the Marine Corps is all about. L.I.N.K.S. sessions provide an orientation to Marine Corps life and help develop a sense of membership in the larger Marine Corps community. L.I.N.K.S. is spouse-to-spouse education; each session is comprised of 10.5 hours of educational presentations and discussions typically presented over several days or evenings. L.I.N.K.S. discussions focus on providing answers to the question, "How did you do it?" One L.I.N.K.S. team shall serve the entire installation community; it is not unit organized. L.I.N.K.S. has specific program content and organizational guidelines, but teams experience a large amount of implementation flexibility to meet the needs of their community. Spouses are partnered with the Chaplains (MOU 5000, 30 May 1997) to implement and sustain L.I.N.K.S. sessions Marine Corps-wide.

3. Spouses' Leadership Seminar. This seminar enriches the Marine Corps community by educating spouses in the role, rights, and responsibilities of effective leadership. Any spouse is eligible to attend as it is not based on the role of the Marine.

However, the target spouses in each command are those who have already demonstrated leadership capabilities. This seminar connects the community volunteer leadership with those who provide professional support to the community. This seminar consists of five portions (Becoming an Effective Communicator; What Is Leadership?; Developing a Team and Fostering Teamwork; Conflict Management; and Personal Enhancement) and covered during one eight-hour session. This seminar is presented by a contracted corporation which specializes in training such as this. The FRSO shall provide administrative and logistic support.

4. PREP. PREP is a research-based approach to teaching couples (premarital and marital) how to communicate effectively, work as a team to solve problems, manage conflict without damaging closeness and preserve and enhance commitment and friendship. PREP workshops may be taught in faith or secular formats. This technique was developed by psychologists at the University of Denver in 1980. Since that time, the University of Denver has tracked PREP trained couples. Their research indicates that couples who are PREP trained have a 33% less likely chance of divorce up to five years after receiving the training.

5. CREDO. CREDO (Chaplains' Religious Enrichment Development Operations) provides an assortment of ministries to sea service personnel and their families to develop and use their personal and spiritual resources. Transportation, meals and lodging shall be provided without cost to participants. Retreats are weekend getaways held at retreat centers and available to all authorized patrons. The goals of CREDO are to help people grow toward increased functional ability, spiritual maturity and acceptance of responsibility. CREDO has several standard retreats to offer such as: Personal Growth Retreat, 72 hours; Marriage Enrichment Retreat (the only retreat where husband and wife attend together), 48 hours; and Teen Retreat, 48 hours. Marine Corps sponsored CREDO retreat centers are located at Camp Lejeune, Camp Pendleton, and Twentynine Palms. U.S. Navy sponsored CREDO retreats are located in Camp Butler, MCB Hawaii, NS San Diego and NS Mayport.

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

SECTION 3: PERSONAL SERVICES

2300. PURPOSE. To ensure standardization and equity of Personal Services throughout the Marine Corps.

2301. BACKGROUND. Personal Services will be supported as the main mechanism through which a variety of programs, services, and activities will be provided to our single Marines, married Marines and their families, as well as retired service members and their dependents. These programs, services, and activities provide key prevention capabilities which positively impact the mission readiness of our individual Marines, our commands, and the readiness of our families to succeed as partners in this challenging way of life. Additionally, they contribute to the well being of the community.

2302. SCOPE. Personal Services are provided through services and activities that form a variety of programs. They contribute by assisting parents in balancing the competing needs of parenting and mission accomplishment. They enhance an individual's quality of life by providing information to assist people to make sound life skills decisions; educational opportunities through lifelong learning; preventive education on unhealthy lifestyles; and assistance through intervention/treatment. Additionally, these services assist with the mobile military lifestyle by providing assistance during relocation, transition to civilian life, career decision making, job seeking, and adjustments of service members and their families to life in the military.

2303. POLICY. Personal Services is absolutely essential and has the support of every leader in our Corps. To be effective, Personal Services must be interconnected through all of the functions within MCCS and all encompassing. The programs, services, and activities under the Personal Services umbrella shall be delivered primarily at Marine Corps installations, and will include support for those on independent duty within their catchment area.

2304. ELIGIBILITY. For eligibility requirements refer to paragraph 1200.3.

2305. CAPABILITIES. Personal Services includes programs, services and activities that support command readiness and the communities well being. The major capabilities include prevention services, counseling services, mobility support, children and youth, and lifelong learning. Programs, services and activities within these capabilities include:

1. Prevention Services. The Marine Corps Prevention Services include the following: exceptional family members, personal financial management, information and referral, life skills management programs, New Parent Support, Retired Activities, and Suicide Prevention. Note: Counseling services will be physically separate from other preventive services. Specific guidance is contained in reference (b).

2. Counseling Services. The Marine Corps Counseling Services includes individual, marriage and family counseling, clinical counseling, family advocacy and support services, victim advocacy, rape and sexual assault response services and related education, substance abuse assessment, intervention and rehabilitation. Specific guidance is contained in reference (b).

3. Mobility Support. The Marine Corps Mobility Support Program includes services that assist our mobile military lifestyle by providing help during relocation, transition to civilian life, career decision making, job seeking, and adjustments of service members and their families to life in the military. Types of support services include: Transition Assistance, Relocation Assistance, Personal Sponsorship, Family Member Employment Assistance. Specific guidance on these services is contained in reference (b). Specific guidance on the services provided to and qualification for the Exceptional Family Member Program is contained in references (b) and (o).

4. Lifelong Learning. The Marine Corps Lifelong Learning Program provides the synchronous/integrated delivery of voluntary education and libraries to enhance learning. These programs provide for the personal and professional development of our Marines and Marine communities. Specific guidance is contained in reference (p).

5. Children and Youth. The Marine Corps Children and Youth Programs provide assistance to families in locating quality,

affordable child care and youth service options for full-day, part-day, and hourly needs. These services may be provided in a variety of settings on and off the installation. Resource and referral (R&R) services shall be included to expand the availability of child care and youth services and provide referrals to quality, affordable child care and youth programs, both on and off base. Specific guidance is contained in reference (q).

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

SECTION 4: SEMPER FIT

2400. PURPOSE. To provide a Marine Corps Semper Fit Program, a comprehensive fitness, recreation, and health promotion program. This program provides commanders with the combined arms team of fitness professionals, medical experts, educators, and recreational capabilities that encourage and support healthy lifestyles which result in increased productivity, reduced medical costs, and greater military readiness. These existing programs should be used as resources in the establishment and coordination of local Semper Fit Programs.

2401. SCOPE. Semper Fit activities are programs and recreation facilities intended for the use of all authorized patrons. In those instances where a requirement exists for physically separated facilities, based upon grade or sex, commanders must ensure that an equal quality and proportional quantity of these facilities are provided to all personnel.

2402. CAPABILITIES. The Semper Fit Program will include the following capabilities:

1. Health Promotion. The Marine Corps has a responsibility to its personnel, military (active, reserve, and retired), civilian, and family members, to maintain and encourage a high state of health and military readiness. The nine health promotion elements will include education that promotes positive lifestyle and behavioral changes which should result in optimal health, an enhanced QOL, and improved combat readiness.

2. Fitness Programs. Fitness centers will serve as our center of gravity for executing the Semper Fit Program. Fitness centers shall at a minimum provide the following types of programs on a regularly scheduled basis: pre-activity screening, fitness assessments and exercise prescriptions, exercise orientation, personal training, strength and muscular conditioning programs, group exercise opportunities, instructional skill development programs.

3. Sports Program. The Marine Corps Sports Program shall provide active duty Marines and other authorized patrons an

opportunity to take part in competitive sports programs regardless of skill or experience. Commanders shall coordinate, initiate, and support the sports program as part of their Semper Fit Program. The Marine Corps Sports Program helps promote combat readiness, physical fitness, esprit de corps, leadership, and healthy lifestyles as part of the overall improvement of QOL.

4. Recreation. Semper Fit recreation programs are designed to meet the needs and desires of the maximum number of authorized participants. Commanders will consider public and commercial recreation resources in the nearby civilian community when evaluating recreational needs before establishing new or continuing to operate existing recreation activities.

5. SMP. The SMP is integral to the Semper Fit Program and shall support the overall QOL for single Marines, single parents, and geographical bachelors regardless of geographical location. The SMP supports the command by identifying QOL concerns and by providing recommendations for improvement. The intent of the SMP is to provide a forum for our single Marines to identify problems, identify alternatives to dissuade Marines from irresponsible consumption of alcohol, and find solutions to other QOL issues. For single Marines, QOL includes all those concerns that can directly or indirectly influence morale, living environment, personal growth and development.

2403. POLICY. The Semper Fit program is the point of main effort for healthy lifestyles through which a variety of programs will be provided to our Marines, Civilian Marines and families. The Semper Fit Program will be built around the following standard programs: health promotion, fitness, sports and athletics, parks and recreation, recreation aquatics, basic social recreation (SMP and recreation centers/recreation rooms) and Shipboard and Company and/or Unit level Semper Fit deployment support, that encourage and support healthy lifestyles resulting in increased productivity, reduced medical costs, and greater military readiness. Guidance concerning procedures for operating and administering these activities is contained in reference (r). The AC/S or Director MCCS and his subordinate staff are responsible for the following functions:

1. Implementing and operating the Semper Fit Program.
2. Continually analyzing patron interests, resources, and facilities availability.

3. Developing an annual Semper Fit Program plan with stated objectives as well as a long term plan. Plan must be consistent with overall MCCS plan and support the link to Semper Fit.
4. Working with the local civic and recreation organizations to supplement the on base programs through the use of off base programs and facilities.
5. Advising higher authority on requirements for facilities.
6. Applying Operational Risk Management (ORM) fundamentals in all activities.

2404. RECREATIONAL/OFF-DUTY SAFETY. With the integration of fitness centers, health promotions, sports and recreation under the Semper Fit Program, injury prevention is integral to the day-to-day operations. Mishaps that occur during the off duty and recreational activities adversely impact a command's mission capability. Significant medical expenses and loss of specialized skills may be attributed to these mishaps. The use of ORM as part of the off-duty safety and recreational practices applies to all Marines, DoD workers, and dependents. The program covers all Marine Corps activities, including NAF fund activities, and operations that are under the sponsorship of the installation MCCS representatives.

1. Policy. Marine Corps commands shall establish and maintain an effective and comprehensive ORM and off-duty safety program.
2. The installation Semper Fit Program Director will ensure adequate Semper Fit participation on the installation Safety Council for each meeting (e.g. from sourcing representatives from Fitness, Health promotion, Recreation, Sports and Single Marine programs as necessary to best serve the meeting agenda).
3. Each recreation facility or activity will provide written guidance regarding operational safety and health to patrons and employees. Guidance should incorporate the ORM process; e.g., identify hazards, assess hazards, develop risk controls and make decisions, implement controls, and supervise. If the overall command policy and program do not address specifics of a high risk activity, a separate written safety procedure will be developed for that activity.

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

SECTION 5: DEPLOYMENT SUPPORT

2500. PURPOSE. To ensure standardization and equitablity of deployment support programs throughout the Marine Corps.

2501. SCOPE. Each installation from which Marines deploy shall establish a Deployment Support Coordinator (DSC). The DSC shall coordinate with the installations' senior operating force commander while working directly for the AC/S or Director MCCS and will serve as the liaison with deploying units. The DSC shall ensure that standard recreation equipment (figure 2-1), recreation programs, recreation funds, food and hospitality, and retail services are available to deploying units. The DSC shall coordinate with, at a minimum, the KVN Program, the SMP, the MWR Specialists (MOS 4130/4133) and the Semper Fit Program.

2502. POLICY. MCCS deployment support is a mission essential activity and is crucial to supporting Marines' mental and physical readiness. It must be considered at all levels of deployment planning to include exercises, operations and mobilizations as well as routine deployments. The planning will include, but not be limited to: program elements, transportation, resourcing, staffing, sustainment and training.

2503. CAPABILITIES. Deployment support is a phased operation with ever increasing support being provided to Marine units. Planning considerations such as: the intensity and duration of deployment, security, other services support, facility or host nation support availability, logistical and personnel support, and fiscal constraints will have an impact on the level of attainable deployment support.

2504. EXECUTION. All operation orders and plans shall address MCCS support. Unit staffs must plan and be prepared to execute all necessary actions to ensure timely and effective support in the area of operation (AO) and to families and personnel left behind. In a joint operation, the joint force J-1 is responsible to organize component command support and identify external requirements to sustain and improve leisure/recreation and MCCS operations in the AO.

1. Pre-deployment support. The identifying of MCCS requirements for both the deploying Marines and remain behind family members is essential during this phase.

a. For the deploying Marines considerations include equipment, programs, transportation, funding, security, joint service support, and personnel requirements to establish and maintain MCCS activity throughout the deployment.

b. Personal Services functions shall provide prevention services for Marines and families. Contact with the Key Volunteers and other MCFTB activities shall be made.

2. Initial support. Units shall deploy with enough equipment and funds to support their planned deployment. Deployments of longer than 30 days will deploy with a minimum 30 day supply.

a. Health and comfort packs (HCPs) (figure 2-2) will be requisitioned by the deploying units through the supply system and transported by the unit. HCPs are designed to provide health and comfort items for deployed units until exchange facilities are established.

b. Commander's Recreation Funds (CRF, unit funds or party and picnic funds) shall be available at the standard rate of \$0.833 per Marine per month during the deployment, provided through the installation AC/S or Director MCCS. To make this process simple for the deploying unit commander, funds for all deployed personnel shall be provided from the installation from which the preponderance of the forces are stationed. This installation's AC/S or Director MCCS shall then coordinate with the other installations to be reimbursed on a fair share basis for attached units. (e.g. The MCCS from New River or MCAS Cherry Point shall contribute unit funds on a per capita basis to Camp Lejeune to support the attachments provided for a II MEF MEU SOC deployment. But the deploying unit commander need only coordinate with Camp Lejeune to receive the unit funds based on the troop list attachments.)

c. Recreation kits contents will be at the discretion of the deploying unit commander. Potential items to include in the kit are listed in figure 2-1. Other items may be included if available. Camp Pendleton, Camp Lejeune, Camp Butler and MCB Hawaii will be the central supply points. Units not located at one of these installations will send their request for support via their local base or station AC/S or Director MCCS. The items need not be kept in stock but should be able to be delivered

within 30 days of the request. Should the unit need to deploy before delivery of the requested items, the unit should take available assets from the installation. The assets will then be replaced from the delivery.

3. Follow on support. Expanded support, based on the scope and duration is provided.

a. Additional HCP's must be requisitioned with a 30-45 day lead time.

b. Tactical Field Exchanges (TFE's), mobile canteen service, unit recreation centers or tents and imprest fund activities in deployed areas will be established as the situation allows. The TFE Platoon, organic to the MEF FSSG provides exchange services in a deployed environment and shall be included in the plans and preparations.

c. Resupply and retail support may also be requested from the nearest geographical AAFES. The general manager of each AAFES is authorized to set up support to all military personnel. This support includes mobile and vending services, bulk purchases for consumption or resale, and mail ordering. If the general manager cannot provide the requested support, forward requests to:

HQ AAFES, Attn: PL-S
P. O. Box 660202
Dallas, TX 75266

or via message: HQ AAFES DALLAS TX//PL-S//

d. Pre-planned follow on support such as telephone centers, e-mail services, additional athletic equipment, televisions, movies, popcorn machines, ice cream machines, music/audio equipment, money handling devices, etc. can be brought into the area of operation. Requests for Marine Corps Exchange support are forwarded to the installation from which a preponderance of the forces are deployed or to:

CMC (MR)
3044 Catlin Avenue
Quantico, VA 22134-5099

or via message: CMC WASHINGTON DC//MR//

e. Units deployed aboard U.S. Navy ships are supported by shipboard retail activities, vending operations, laundry, and dry cleaning facilities. If required, Navy ships store operations may be established ashore in the operational area. For other than expeditionary forces, forward requests to:

Commander, Navy Exchange Service Command
Command Code (CP)
3280 Virginia Beach Blvd.
Virginia Beach, VA 23452

or via message: NEXCOM NORFOLK VA//C//

f. Support may also be contracted as host nation support. This may be in the form of goods, services, or recreational facilities.

4. Sustained Support. During joint operations, the Joint Force J-1 has the responsibility to organize component command support and identify external requirements to sustain and improve MCCS operations on site.

a. Support may be obtained from the American Red Cross, the U.S. Army Community and Family Support Center, the Armed Forces Professional Entertainment Overseas (AFPEO) and the Naval Motion Picture Service. All requests for this support will be coordinated with the J-1 (in a joint operation) and with CMC (MR) for a Marine Corps operation.

b. Expanded services may include telephone services, e-mail with internet access, special entertainment events, radio and newspaper services, television services, and recreation facilities or rest and recuperation areas.

c. Additionally, AAFES can be available in a joint environment at the discretion of the unified commander in thirty days.

d. Processing and equitable distribution of gifts and donations per figure 2-3 is required.

2505. FUNDING. Both APF and NAF funds may be expended in support of MCCS Programs during deployment. MCO P4200.15 (The Marine Corps Purchasing Procedures Manual) Appendix B details information for contracting products and services during Peacetime Exercises and Wartime Contingencies.

1. Support for contingency operations will be funded by Service component commands primarily through APF. If additional funds are required by the deployed unit commander, the request for such funds will be submitted to the installation AC/S or Director MCCS from which the unit deployed. If funds are not available at that level, the request will go to the Personal and Family Readiness Officer at MARFORLANT or MARFORPAC. If the funds are not available at that level, the request will be forwarded to CMC (MR).

2. In the event of an extended deployment, mobilization, or contingency operation, CMC (MB) shall act as the clearing house for additional APF monies and contract support to Deployed Commanders. CMC (MR) shall be the clearing house for additional NAF monies. MCCS support will be provided by establishing a new FMF NAFI. Funding for equipment, supplies and resale goods will be provided from mobilization contingency funds maintained by CMC (MR). APF and NAF may be expended in conjunction with contingency operations. Use of NAF funds may not be desirable because there is currently no legal authority for reimbursement of NAF accounts without a preexisting MOA. Unit funds (party and picnic) shall not be used for other than consumable goods or services.

3. Navy MWR (BUPERS-65) provides fitness, library, and learning support for Marines embarked on ship. Additionally, Inter Service Support Agreements (ISSA's) with the Navy discuss the distribution of ships stores profits and shall be reviewed periodically by CMC(MR) in conjunction with MARFORPAC and MARFORLANT.

2506. STAFFING. Deploying units may arrange for MWR Specialists and other personnel to deploy with the command.

1. MWR Specialists (MOS 4130 & 4133) are on the Table of Organization of the FSSG. Deploying units may arrange for MWR Specialists to deploy with the command. At a minimum, these Specialists will support unit level Semper Fit programs, the SMP, and be prepared to operate retail activities.

2. In the event active duty MWR Specialists are unavailable to deploy, this requirement may be filled by activated reservists, civilian personnel augmentees or as assigned collateral duties to deploying personnel.

2507. RESPONSIBILITIES

1. Director, CMC (MR) shall:

a. Ensure one standard of personal and family readiness support exists at all commands for Marines deployed from their home base or station and those who remain behind, including families.

b. Establish and ensure equitable distribution of funds to support deployments from the NAF Operating Fund in the event of contingencies.

c. Ensure the Marine Corps mobilization plan includes personal and family readiness support.

d. Coordinate with the designated Executive Agents responsible for the Area of Operations (AO) host nation support agreements and Status of Forces Agreements (SOFA) as necessary to contract personal and family readiness assets and facilities available to a deploying unit commanders.

e. Coordinate and execute, as required, with the designated Executive Agents responsible for AO inter-service support agreements with the Army, Navy, Air Force or Coast Guard for use of equipment, assets, and facilities on an as needed basis.

f. Conduct liaison with the Armed Forces Professional Entertainment Organization to ensure entertainment services are being provided to deployed units to the maximum extent possible.

g. Arrange, schedule and fund training to deployment support personnel for financial procedures, funds handling, equipment maintenance and accountability.

h. Arrange, schedule and fund training to MWR Specialists to organize, operate, and maintain a deployed recreation program.

2. COMMARCORBASESLANT and COMMARCORBASESPAC shall:

a. Ensure responsible installation commanders establish Deployment Support Coordinators in accordance with paragraph 2501.

b. Ensure APF, NAF, and unit funds are properly budgeted and executed to meet recurring deployments, mobilization and contingency requirements.

c. Incorporate personal and family readiness annexes into all operation orders and plans, contingency plans and mobilization plans and ensure they address all phases of deployment and retrograde.

d. During joint operations, coordinate with the other Services for personal and family readiness support. Coordinate with CINCPACFLEET and CINCLANTFLEET to ensure equitable distribution of ships stores profits.

e. Establish central material supply points at Camp Pendleton, Camp Lejeune, Camp Butler and MCB Hawaii to control expendable and nonexpendable recreation equipment items that may be used by deploying units.

f. Periodically require commanders in the field to survey their troops to determine what equipment supplies and services they want while deployed. Be sure available items reflect the interests of the troops.

g. Ensure personnel receive training for financial procedures, funds handling, equipment maintenance and accountability.

h. Provide training to MWR specialists to organize, operate, and maintain a deployed recreation program.

i. Provide healthy alternatives to alcohol that will enhance the physical, moral and mental development of our Marines. For example, intramural sports, mobile library services, and cultural options in liberty ports of call.

j. Maintain proper accountability, security, maintenance, and retrograde of all recreation gear and equipment.

k. Ensure coordination with the KVN Program, the SMP and other MCFTB activities.

3. Installation Commanders shall:

a. Establish the Deployment Support Coordinator (DSC) in accordance with paragraph 2501.

b. Ensure APF, NAF, and unit funds are properly budgeted and executed to meet recurring deployments, mobilization and contingency requirements which provide recreation equipment,

supplies, goods, and funds to the deployed unit, including resupply, per Figure 2-1.

c. Establish an SOP for FMF unit commanders to facilitate obtaining personal and family readiness support from the installation during all phases of deployment.

d. Ensure training is available to organize, operate, and maintain a comprehensive deployed unit personal and family readiness program. This includes training for financial procedures, funds handling, equipment maintenance, accountability and working with the Semper Fit and Single Marine programs.

Quality of Life Sample Deployment Support Recreation Kit

Fitness Equipment:

Pull Up Bars

Weights-Barbells with support Equipment

Dumbbells

Benches, Flat/Incline

Benches, Bench Press

Exercise Mats

Treadmills (non-electrical)

Life Cycles, Upright and Recumbent Bicycles (non-electrical)

Rowing Machines (Recommend Concept II)

Stair Climbing Machines

CONCEPT I: (1:20) 1 Cardiovascular Machine per 20 Marines.

CONCEPT II: (1:25) 1 Strength Machine per 25 Marines.

CONCEPT III: (1:150) 1 Free Weight Training Suite per 150 Marines.

Sports Equipment:

Basketball Equipment

Softball Equipment

Soccer Equipment

Volleyball Equipment

Football Equipment

Air Pumps w/gauges & Needles

Officiating Equipment

Darts & Dart Boards

Frisbees

Jump Ropes

Electronic Equipment:

TV, VCR, Movies

Super Nintendo Sets with Games

Personal computer access with e-mail and internet capabilities

Camcorders

Electronic Hand Held Games

CD Players, portable, with CDs

Leisure Items:

Commandant's Reading List

Playing Cards

Poker Chips

Board Games

Chess/ checkers

Dominoes

Magazines

Figure 2-1...QOL Deployment Support Recreation Kit

Health and Comfort Packs (HCPs)

HCP's are Class I requisitions with the same priority of requisition as Meals Ready to Eat (MRE's). They are managed by the Defense Logistics Agency at DPSC Philadelphia. A residual stock is maintained and an open contract exists with vendor. Requisitions are filled as needed. The vendor has 90 days to package, ship and fill the requisition. Units requesting HCP's need to do so early in the planning process and deploy with an HCP, one per Marine per thirty days. Submit requisitions so that every thirty days the HCP's arrive for distribution.

Type 1 Packs - Designed for a 30 day supply for 10 persons. Each shipping container contains 10 prepackaged polyethylene bags with a drawstring closure containing a designated quantity of 14 items for issue to 10 individuals and other items intended as general supply for replacement or issue as needed.

NSN 8970-01-368-9154 - Cost \$226.32

Individual BagsGeneral Supply

Toothpaste	Detergent, laundry	Comb, flexible rubber
Toothbrush Sewing kit	Fingernail clippers	Mirror
Floss, dental	Brush, hair	Boot/shoe polish
Razor, shaving,	Hair moisturizer	Shave gel
double blade, (10)	Towelette, moist	Band aids
Shave foam	Tweezers, flat tip	Hand lotion
Soap, bar	Electric shave lotion	Lotion, sunscreen
Foot powder	Mink oil	Envelope letter size
Towelette, moist, (20)	Boot laces	Shoe brush
Tissues, (40)	Fingernail file	Petroleum jelly
Shampoo	Hairdressing	
Deodorant, stick	Shave powder	
Pen, ball-point		
Bag, plastic, self seal		
Petroleum jelly		

Type 2 Packs - Female supplement. Designed to supply 10 females for 30 days, packed in bulk.

NSN 8970-01-368-9155 - Cost \$100.73

Napkins, sanitary, regular (48)	Disposal Bag, 3x7 (150)
Napkins, sanitary, super (72)	Bag, plastic 10-15 gallon (10)
Tampons, regular (8 box)	Ponytail holders (10)
Tampons, super (11 box)	Brush, hair, grooming (1)
Panty shields (250)	Comb, plastic (2)
Towelette, moist, (20)	Bobby pins, (50)
Bag, plastic, self seal,	
1 gallon (20)	

Figure 2-2... Health and Comfort Packs (HCPs)

MCCS POLICY MANUAL

ACCEPTANCE OF GIFTS/DONATIONS

Gifts of a value:

Above \$50,000

Gifts of personal property
offered to the USMC
up to \$10,000

Gifts of historical
significance up to \$10,000

Gifts of personal property
offered to the USMC up to
\$1500

Consumables*
(*alcohol and tobacco
products may NOT be accepted)

Approval authority:

Referred to CMC (JAR) for higher
level approval

Counsel for CMC, Director Judge
Advocate Division, CMC (JA),
General Officers and
District Directors

Director, Marine Corps History &
Museums

Commanders with Special Court
Martial Authority

Any Marine Commander

Note: Gifts less than \$100 to reward ENLISTED member for performance of duty (i.e. Marine of the Quarter, Recruiter of the Year, etc.) may be accepted. The recipient will notify their CO of circumstances of the gift/acceptance. Similar gifts to Marine Officers (except extraordinary circumstances) will not be accepted because of the perception of using public office for private gain. See MCO 4001.2 paragraph 6 if "extraordinary circumstances" exist.

Figure 2-3...Acceptance of Gifts/Donations

MCCS POLICY MANUAL

CHAPTER 2

MCCS PROGRAM OPERATIONS

SECTION 6: MCCS PROGRAM FOR THE MARINE CORPS RESERVE

2600. POLICY

1. The mission of the MCCS Program for the Marine Corps Reserve is similar to that of the Regular Establishment. MCCS activities shall be encouraged, arranged, and conducted not only to benefit inspector/instructor staffs and reservists, but also to encourage interest and participation of their families and guests. Joint use of MCCS recreation equipment on charge to independent unit responsible officers is authorized for both Regular and Reserve personnel and their families and guests. Practice or participation in athletic or recreational activities is not a period of drill and shall not be creditable for drill attendance purposes. An exception is reservists participating as part of the Regional or All-Marine Sports Program who shall be under orders and shall be eligible for Government benefits in case of illness, injury or death.

2. Marine Corps Reserve units on active duty training at Marine Corps installations which operate MCCS NAFI activities shall be provided 50 cents per member of the Reserve Unit attending reserve training. These monies may be used while the unit is on Annual Training at that command. If unused, the monies shall be sent to the CMC (MR) to be added to that reserve unit's fund for their use at a later date.

3. Marine Corps Reserve units shall not establish separate NAFI's. CMC (MR) shall provide funds to and account for the allocation of credit accounts maintained on behalf of inspector/instructor staffs.

4. Reserve units are not authorized libraries. This does not preclude issuance of books from the CMC Reading List, however.

5. Using Government-owned tools and equipment in the MCCS recreational programs is an exception to the general rule that Government property cannot be used for private purposes. Upon individual request, authority may be granted to use Government facilities, tools and equipment for the repair of privately owned vehicles during nonduty hours.

6. Vending. Vending machine operations are authorized in Marine Corps Reserve units to sell soft drinks, food, and candy. CMC (MR) shall assist in drafting contracts for vending services. All monies shall be received by check from the contractor made payable to the CMC (MR) Central NAFI Fund, HQMC. CMC (MR) shall allocate these profits for the use of the unit from which received. Profit distribution derived from vending machines at combined Navy and Marine Corps Reserve Training Centers shall be based on the formula below. It was developed and agreed to as being acceptable to both the Navy and the Marine Corps. It is based on the total of monthly credited Reserve drill periods and monthly active duty. Profits shall be divided based on the percentage ratio of total monthly allocation points for each service.

Formula: $RM + AM + SR + SA = TP$ (calculate 1st)
 $RM + AM / TP =$ Marine Corps percentage ratio
 $SR + SA / TP =$ Navy percentage ratio

Where:

Drill Periods = 4 hours
 Active Duty Hours = # personnel x 8 hours x 20 days
 Marine monthly credited Reserve drill periods = RM
 Marine active duty hours /4 = AM
 Navy monthly credited Reserve drill periods = SR
 Navy active duty hours /4 = SA
 Total (USN/USMC) Monthly Allocation Points = TP

Example:

Marine monthly credited Reserve drill periods = 200 = RM
 20 Marine active duty (20x8x20=3200)= 3200 hrs/4 = 800 = AM
 Navy monthly credited Reserve drill periods = 100 = SR
 10 Navy active duty (10x8x20=1600) = 1600 hrs/4 = 400 = SA
 $RM(200) + AM(800) + SR(100) + SA(400) = 1500 = TP$
 $RM(200) + AM(800)/TP(1500) = \text{Marines \% ratio} = .67 = 67\%$
 $SR(100) + SA(400)/TP(1500) = \text{Navy \% ratio} = .33 = 33\%$

7. An account has been established at CMC (MR) to pay entrance fees for athletic teams entered in local leagues such as softball and basketball. This money shall only be used for entry fees and shall not include payment for things such as competitive running events, bowling lane fees, or individual membership fees to the American Bowling Congress, or similar organizations. Requests shall be forwarded to CMC (MR) for approval and must contain a description of the type of team and the event being entered. Approval must be obtained before competition begins if reimbursement is expected from this account. Within 30 days after expenditure of funds for the entrance fee, all unexpended

money shall be returned, together with all receipts. If all funds are expended, supporting documents shall be forwarded within 30 days to CMC (MR).

CHAPTER 2

MCCS MWR ACTIVITY PROGRAM OPERATIONS

SECTION 7: PROPERTY CONTROL

2700. PROPERTY MAINTENANCE. This section provides guidance for effective maintenance of all property acquired for, and used by, the MCCS Program.

1. Commanders must ensure that MCCS equipment is maintained in good operating condition and that subordinates are complying with current procedures and regulations.

a. The AC/S or Director MCCS shall conduct a continuous inspection program to evaluate equipment and facilities and ensure that they are in top operating condition, and that all required equipment safety features are attached and properly functioning. In areas where unsupervised children may be subject to injury, signs shall be posted which shall prohibit the presence of children, unless accompanied by an adult. Liaison with the command's fire, safety and medical officers shall be maintained to ensure that satisfactory safety and sanitary standards are being met.

b. Local directives and/or activity SOP's providing guidance that shall ensure proper care of all MCCS equipment shall be published. These directives shall include:

(1) Operating instructions for users, including safety precautions where required. These are particularly desirable for items such as outboard motors, hobby craft machinery, sailboats, power boats, canoes, etc. Whenever practical, instructions and safety notices shall be attached to the item or posted in the immediate vicinity, but in all cases they shall be made available to all users.

(2) Preventative maintenance schedules to ensure that periodic inspections are made of all items by qualified personnel.

(3) Establishing and maintaining a record system reflecting periodic inspections and any action taken; e.g., servicing, replacing parts, repair, etc.

c. Equipment issue rooms shall be well-ventilated, dry, and protected against pests. All incoming equipment shall be

inspected for damage or defects, repaired, and stored in the proper place immediately. This is particularly important after a season's use.

d. All MCCS NAF motor vehicles shall be operated per the provisions on operations, safety, accident prevention and reporting, registration, identification marking, and maintenance management and record keeping contained in Chapters 2, 5, 6, and 7 of reference (s).

2701. PROPERTY ACCOUNTABILITY

1. Accountability is inherent to command responsibility. In these instructions, accountability devolves upon commanding officers who are required to maintain an account of property within the command. These individuals shall retain accountability, regardless of whether the property is in their possession for storage, use, or in the possession of others to whom it has been entrusted for use and safekeeping. Commanding officers may delegate that portion of their duties regarding property control to the local MCCS activity or to the supply/property control officers.
2. Property, whether financed from APF, NAF, or a combination, shall be accounted for by either the supply/property control officer or the local MCCS activity.
3. When the source of funds for original procurement cannot be determined, the item shall be considered to have been procured with APF.
4. Primary property records for Class 2 (Building) Plant Property; regardless of the source of funds, and Classes 3 and 4 Plant Property procured with APF shall be part of the Marine Corps Plant Property Account. (At those commands where there is no Marine Corps Plant Property Account, items categorized as plant property shall be accounted for by the Marine Corps supply/property control officer.)
5. Property shall be recorded at the original acquisition cost less cash discount plus freight-in and installation cost plus the cost of additions, modifications, or enhancements. If the original cost is not known, an estimated value shall be assigned. In determining the estimated value, reference should be made, where possible, to manufacturer's price lists, cost of similar items, and such other sources of information as may be available. Property on loan shall be controlled using appropriate issue and

signed receipt documents. A Certificate of Disposition must be approved by the commanding officer or designated representative before a fixed asset may be dropped from a Property and Depreciation Record (NAVCOMPT Form 742).

6. Officers Designated to Maintain Property Control

a. In units having an established MCCS NAFI, the AC/S or Director MCCS is directly responsible for the accountability, care, maintenance, issue, recovery, and appropriate disposition of all MCCS property used by the command. If a billet is established for the physical control of MCCS property, such as an MCCS Property Custodian, the specific duties and responsibilities shall be set forth in writing by the AC/S or Director MCCS.

b. The commanding officer of a unit not maintaining an established MCCS NAFI shall designate the supply/property control officer as the individual responsible for the accountability, care, maintenance, issue, recovery, and appropriate disposition of all MCCS property. MCCS equipment items shall be accounted for by the supply/property control officer and picked up on property control records similar to other Marine Corps property and as indicated below.

2702. PROPERTY CONTROL PROCEDURES

1. General. Property used by MCCS activities shall be accounted for and controlled by the MCCS activity. Three types of property accounts, (1) APF Property, (2) Nonexpendable NAF Property (fixed assets), and (3) Expendable NAF Property, supported by Property and Depreciation Record cards (NAVCOMPT 742) or Stock Record cards (NAVCOMPT 742-1) shall be maintained by the MCCS activity per DoD 7000.14R (Volume 13), UM 4400-15 and this Manual. Unless specifically required in other directives, the various records and forms described here may be substituted or modified to work with local automated systems, provided there is no loss of data which the prescribed records and forms are designed to provide. Commercial journals, ledgers, and forms may be procured or devised locally if the forms provide the same data which the prescribed forms were designed to provide. Subaccounts may be established at the discretion of the MCCS activity or property control/supply officer.

2. APF MCCS property shall be accounted for on stock record cards which are clearly annotated as APF property and maintained in one account, separately from NAF property cards. APF property such as office machines and other organic property on loan from

the APF supply/property control officer is exempt from this requirement. The MCCS activity shall maintain an APF Property Record Account to show the dollar value of the APF property account. This record shall be maintained in general ledger account form, but it shall not be included in the net worth of the local MCCS activity. Excess APF property issued to MCCS activities must be recorded and accounted for as other property procured with APF per UM 4400-15.

3. The Nonexpendable NAF Property (Fixed Assets) Account includes items which ordinarily retain their original identity during their period of use, are not consumed in normal use, have a unit acquisition cost of \$1000 or more, and a useful life of 2 years or more. Each item or group of like items procured with NAF and classified as nonexpendable NAF property shall be listed on Property and Depreciation Record cards. The Nonexpendable NAF Property Record Account shall record the dollar value of all property listed and shall be maintained in the general ledger of the MCCS activity. It is included in the net worth of the NAFI. At least annually the total value recorded on the subsidiary records shall be reconciled to the corresponding general ledger account balance.

4. Expendable NAF property is defined as property with a life expectancy of less than 2 years acquired by purchase, gift or transfer and has a unit acquisition cost of less than \$1000.

a. Expendable property includes supplies and materials which after issue are immediately consumed in use, incorporated in other property, or are used to repair other property, losing their separate identity. If used immediately, these items are charged to operating expense. If they are purchased to be used in future periods, they shall be recorded as prepaid supplies.

b. NAF special and controlled items defined below shall be recorded on a consolidated property record memorandum with each item supported by a separate property and depreciation record or stock record as subsidiary records. These records shall not be recorded in the general ledger account as assets but expensed upon receipt.

c. All other expendable property stored in the warehouse or storeroom shall be recorded on stock records. Issues from the storage area shall be based on numbered and controlled requisitions and expensed from prepaid supplies.

5. Each item of nonexpendable-type property procured with APF or NAF shall be given an inventory number which shall be permanently

affixed to the item. This number shall appear on all official inventories to assure positive identification. In order to determine the source of funds from which procurement was made, the inventory number shall be preceded by the letter "A" to indicate the item was procured with APF or by the letter "N" to indicate the item was procured with NAF.

6. Special Items. Regardless of value or source of funding, the following items shall be accounted for and supported by property and depreciation records as follows:

a. Organizational-Type Firearms in the Marine Corps Supply System and "loaned" to MCCS. Those firearms carried as a standard item of equipment in the Marine Corps Supply System and "loaned" to the MCCS shall continue to be accounted for by the property control officer and signed out to the custodian of the MCCS activity on a memorandum receipt. The custodian of the MCCS activity shall control these weapons on Equipment Custody Records (NAVMC 10359) and record the serial number of each weapon on the property and depreciation record.

b. Commercial-Type (Nonmilitary) Firearms. All firearms, other than the standard items of issue in the Marine Corps Supply System, acquired for recreation purposes, regardless of the source of funds, shall be accounted for by the MCCS activity custodian. These firearms, with complete nomenclature and serial number, shall be recorded and accounted for on a NAVCOMPT 742. In instances of inadequate security or lack of proper storage space, accountability may rest with the supply/property control officer. The provisions of reference (t) concerning the Marine Corps Serialized Control of Small Arms System are applicable to all weapons used in the MCCS recreation program.

c. Animals. Animals, regardless of value, which are acquired for recreational purposes shall be accounted for by the MCCS activity. Accounting data shall be recorded on the NAVCOMPT 742 and the total cost of the animal(s) shall be entered in the NAF accounts as appropriate. In lieu of the assignment of an inventory number, a description card, devised locally, shall be maintained for each animal for identification. This descriptive card shall contain the name and accurate description of each animal purchased or acquired and, if desired, a picture of each animal.

7. Issuing MCCS Property. To facilitate control and to ensure maximum use of items, AC/Ss or Directors MCCS or their designees shall specify time limits on issue periods for items in excess of \$50 which are in great demand.

a. Temporary Period. A signed NAVCOMPT 744, Custody Receipt, shall be obtained from the individual receiving the property. The receipt shall be returned to the individual when the property is returned. If property is lost or returned in damaged condition, see below.

b. Indefinite Period. MCCS property custodians shall maintain a file of the signed NAVCOMPT 745, Custody Record, obtained from individuals charged with accountability of property issued for an indefinite period. This includes such items as television sets, lounge furniture, and like items placed in enlisted barracks and similar places, including all items issued to branch issue rooms or subordinate elements of the command. A receipt shall be issued to the individual when the property is returned.

c. Expendable Items Not Intended For Return. These items are considered to be in the category of general use and when issued shall be dropped from the property and depreciation record. Issues from the storeroom or warehouse shall be listed on pre-numbered and controlled requisitions.

8. Lost, Destroyed, or Damaged Property. When the return of equipment loaned or otherwise issued for MCCS purpose is required, personnel shall be notified of their obligation to return such property in the same condition as when issued, normal wear and tear excepted. Such notification shall include a statement that if the property becomes lost or is damaged due to negligence, the user shall agree to replace the property in question. If property is damaged or lost, the individual who received the property shall sign a statement on the reverse of the custody receipt stating the circumstances related to the loss or damage. This receipt shall be furnished to the MCCS property custodian for whatever action is deemed necessary. If the loss or damage of the property involves criminal conduct, the individual concerned may be also subject to disciplinary action according to law.

9. Any funds paid by an individual as a result of an "in cash" replacement or any funds paid by an insurance company for lost, destroyed, or damaged NAF property, covered by insurance, shall be deposited to the MCCS NAFI. In those situations where the recovery involves both insured NAF property and other insured government property, the recovery of NAF property remains with the MCCS activity. Recovery for appropriated damaged property should be deposited to the Navy General Fund Receipt Accounts per the JAG Manual. Appropriate documentation should be included in every claims file.

10. Property Control Procedures for Marine Corps (Regular) Post and Station Activities not Maintaining an Established MCCS NAFI.

The supply/property control officer shall be the accountable officer for all MCCS property and shall follow the policies outlined above except that financial accounting ledgers shall generally be kept at a separate location where there is an established NAFI supporting the unit.

MCCS POLICY MANUAL

CHAPTER 3

MCCS PROGRAM SUPPORT

3000. PURPOSE. To set policy for and define standardized support programs for all Marine Corps MCCS activities.

3001. BACKGROUND. General Support provides support to all MCCS Programs and services, within capability and applicable policy. General Support functions include, administration, facilities, financial management/accounting, marketing, personnel, procurement and contracting, security and risk prevention, and training. The organization should remain flexible to respond to local operational needs.

3002. SCOPE. The MCCS Support functions provide support services to all MCCS Programs. All MCCS activities are required to comply with the standards and provisions.

3003. POLICY. In providing support to all MCCS activities the following capabilities represent the support required for the MCCS Program and it's activities. All support shall be provided with the ultimate goal of providing the best possible service to our customers whether they are in our fitness centers, family activities or fast food activities. Regardless of the physical locations and organizational placement of persons performing support functions, the costs associated with each primary support function shall be captured by a functional cost center within the standard chart of accounts. For those support areas that are predominantly NAF funded, their primary purpose is to support MCCS MWR activities, however, incidental support for other MCCS activities is authorized.

3004. CAPABILITIES

1. Administration. Administrative functions include, but are not limited to, preparation and control of official correspondence, control and distribute incoming and outgoing mail, maintain official files, directives control, reception, and message center operations to include facsimile transmission service and office records security. The Director, MR and local AC/Ss or Directors MCCS are authorized to correspond directly regarding procedures and non-policy information. The

AC/S or Director MCCS is authorized to exchange correspondence with suppliers, business firms, and individuals in all matters pertaining to MCCS operations not warranting command attention.

2. Composite Insurance Program (NAF). The NAF Composite Insurance Program is a centrally managed composite insurance program. The insurance coverage is provided through a combination of self insurance and commercially procured coverage. The NAF Composite Insurance Program is a separate fund established at the CMC (MR) for the payment of NAF, general liability, auto liability, and MCCS NAFI property insurance claims and other related costs of administering the Composite Insurance Program.

a. The Composite Insurance Program is applicable to all MCCS NAFI and miscellaneous NAF activities to include Billeting Funds. Chapel Funds and Civilian Welfare Funds may participate in the Composite Insurance Program if desired. Application for coverage should be submitted to CMC (MR). No additional insurance to cover any exposure resulting from NAFI operation shall be procured locally without prior approval of the CMC (MR).

b. MCCS NAF civilian employees in the U.S. or it's possessions, American citizens overseas, and military personnel (in or outside the United States) are covered for Unemployment Compensation for Federal Employees (UCFE) purposes.

3. Facilities. All construction projects, regardless of project approval level or type of funds (APF or NAF) involved, must be the end product of the Facilities Planning and Programming System as defined in reference (u) and must be coordinated with the installation facilities and public works office. All categories of MCCS facilities shall be maintained in an acceptable condition and presentable appearance. NAF Construction functions include, but are not limited to, project planning, design contracting, project administration and control, facility review, and facility and equipment maintenance. NAF maintenance functions include, but are not limited to, MCCS MWR facility maintenance, property and equipment maintenance, grounds maintenance, control and monitoring of equipment maintenance, janitorial contracts, and supervision and control of in-house janitorial service. The maintenance unit may include carpentry, cabinet making and other trades that provide specialized capabilities in support of MCCS MWR activities.

a. All MCCS joint funded activity facilities may be funded with APF, NAF, or third party funds (often referred to as private funds or a public/private venture (P/PV)) or a combination

thereof. Sources of NAF for funding of construction projects are local funds or Central Construction Funds (CCF).

b. The CCF was specifically designed to provide NAF resources for capitalization of major MCCS MWR activity requirements that commands were unable to support. Replacement of major facilities and construction of new facilities to support operational requirements of joint funded activities is still the primary purpose of the CCF although major renovations are now also included in the intended purpose of the fund. The CCF is funded by assessments on sales. As such, it is the major source of recapitalization funding for MCCS MWR activities.

c. MCCS joint funded facilities constructed with NAF or third party (PP/V) funds become the property of the U.S. Government once accepted by an authorized representative of the Government. Once title of the facility conveys to the Government, Installation Commanders must maintain it to accepted standards for safety, sanitation, repair and maintenance. No MCCS MWR activity facility constructed or improved with NAF shall be converted to non-NAFI use without prior approval of CMC (MR).

5. Financial. Fiscal functions may include but are not limited to, accounting, budgeting, financial reporting, investment management, financial analysis, insurance, risk analysis, and travel claims processing. Reference (e) and the NAVMC provide a detailed description of policies and procedures for financial management. Each command will maintain a financial organization that controls all these finance functions in accordance with Generally Acceptable Accounting Principles (GAAP). A secondary function is providing timely, accurate financial information for management to make sound business decisions.

6. Information Technology (IT). CMC (MR) shall provide a standard IT system. IT shall satisfy the management information requirements of the MCCS and provide an automated means to capture and report accounting, merchandising and personnel transactions. Automated data processing functions include, but are not limited to, computer operations, user training, scheduling, coordinating software enhancements, point of sale systems support, personnel/payroll support, finance support, and retail systems support. All MCCS MWR activity computer systems' hardware, point of sale equipment, related peripherals, software and procedures shall be prescribed by CMC (MR). Commands shall provide communication lines, supplies, personal computers, and furniture. IT implementation timelines must be fully coordinated with installation commanders to allow appropriate planning/programming for infrastructure/equipment requirements to

support IT efforts. Equipment procured for MCCS automated systems shall not be used for other than official purposes, and only authorized software shall be used on these systems.

a. All workstations (PC's) must meet the standards published by CMC (MR). Memory and peripherals may be added as needed. Peripherals must be interchangeable between any PC.

b. MCCS shall use the Marine Corps standard integrated word processing, spreadsheet, database, and graphics package.

c. Under no circumstances shall extra copies be made of software that violates license agreements. Copies of software that violate license agreements shall not be used.

7. Marketing. Marketing is necessary, viable, and integral to the function, operation, and success of MCCS activities. Marketing is the process of offering products and services to meet a demand or need, including packaging, pricing and promotion. MCCS marketing may cover a wide range of actions including: market analysis, program analysis, demographic and geographic analyses, operational assessments, forecasts, program objectives development, strategic planning, competitive analysis, promotion, advertising, publicity, public relations, visual merchandising, and the coordination and monitoring of these efforts.

a. Each installation MCCS organization shall have the capability to conduct marketing activities and provide the AC/S or Director MCCS with the staff assistance necessary to ensure a sound marketing program.

b. They shall:

(1) Conduct the required demographic, geographic and customer research.

(2) Establish an annual MCCS integrated marketing plan which is based on the short and long term MCCS plans. The integrated plan will contain annex plans for Business Operations, MCFTB, Personal Services, and Semper Fit.

(3) Aggressively and routinely communicate the availability of the goods, services, and programs offered.

(4) Present news and information about MCCS ensuring public information is disseminated in the most effective manner. PA includes both internal information and external information

function. PR includes the following activities: press relations, program publicity, and organizational communications.

(5) Solicit and manage commercial sponsorships.

8. Personnel. The management of NAFI personnel shall be per reference (j). Personnel functions include but are not limited to recruiting, staffing, employee benefits, wage classification service, and maintaining and controlling unemployment compensation.

a. Applicants for employment shall be selected and employees shall be promoted, solely on the basis of their qualifications. There shall be no discrimination because of race, age, sex, marital status, color, religion, national origin, lawful political affiliation, or physical or mental handicap. Personnel at all levels within NAFIs shall assure that personnel actions for which they are responsible, directly or indirectly, are made strictly on the basis of merit. Positive and affirmative steps shall be taken by personnel within NAFI's to promote and assure equal employment opportunities.

b. Reference (j) prescribes the comprehensive benefit program for MCCS NAF employees. The Marine Corps NAF employee benefit program includes a comprehensive group medical plan with an alternative health care plan offered through health maintenance organizations, a dental care plan, life insurance, and retirement and 401K plans. Detailed information concerning employee benefit entitlements is contained in the NAFI Employee Benefits Handbook issued by CMC (MR).

9. Procurement. Procurement functions include the formalized execution of procurement documents, such as purchase orders, direct delivery agreements, and standing orders and drafting, negotiating and awarding contracts.

a. All MCCS NAFI procurement shall be done according to the regulations in reference (v) on approved contract forms by warranted contracting officers or purchasing agents who have been specifically delegated the authority to execute contracts which commit MCCS NAFI funds. Refer to reference (v) for specific policies and procedures, roles and responsibilities, governing the procurement of goods and services for resale or use by MCCS NAFI.

b. MCCS NAFI procurement is done by negotiation, not sealed bidding. Competitive negotiation is a method of procurement that involves soliciting proposals, receiving proposals without a

public opening, and further negotiation affording opportunity for revision of proposals prior to award of contract. Contract awards may also be made on initial proposals received without further negotiation. In appropriate cases, single source negotiation may be conducted.

c. The integrity of the procurement process is best protected by a separation of functions combined with adequate training. The following procurement steps shall be performed by different people (Note: Use of the GCPC card combines several of these steps for one individual, but is permissible):

(1) Determining requirements and preparing purchase requests.

(2) Approving the purchase request (if required).

(3) Executing purchase orders, delivery orders or contracts on behalf of the MCCS NAFI.

(4) Receipt of goods or services.

(5) Paying invoices.

10. Training. Required and specialized training of MCCS personnel is managed and funded by CMC (MR).

MCCS POLICY MANUAL

APPENDIX A

DEFINITIONS

1. Advertising. The medium providing conspicuous notice or information to the public through private and public media, such as newspapers, magazines, trade and professional journals, special printed matter, circulars, flyers, posters, signs, radio, television, and other promotional devices, such as decals, table tents, or activity calendars. Includes merchandise containing advertising that is free of charge as a bonus or as an inducement to buy. An example of a premium is a ball-point pen or a plastic ruler having a retail value of \$10 or less.

2. Agent. A person with the authority to act or acts as the representative of another.

a. The installation commander may appoint in writing a temporary agent (not to exceed 1 year unless extended for continuing hardship) to purchase for authorized patrons:

(1) In extreme hardship cases.

(2) When no adult dependent member is capable of shopping due to certified medical reasons or because the sponsor is stationed away from his or her household.

(3) When a family member is a minor not living with an authorized patron or is an orphan. An agent shall not be designated for a child who has attained the age of 18.

b. A person chosen by a blind or other severely disabled eligible patron to accompany and assist the patron in shopping.

c. A representative designated in writing to shop for an official organization or activity.

d. Agent authorization letter must be renewed annually.

3. Alcoholic Beverages. Beverages containing any alcohol including wines, malt beverages, and distilled spirits. This excludes nonalcoholic beer and wine products.

4. Appropriated Funds (APF). Funds appropriated by Congress.

5. Appropriated Fund Employee. A person employed by the Federal Government and compensated from APFs.

6. Architectural and Engineering Services. Applies to services that include the necessary consultations, preparation of preliminary studies, analysis, cost estimates, working drawings, specifications, interior design and decoration, and the inspection and supervision services required for the construction, alteration, or repair of real property facilities.
7. Auditing Services. Relates to the independent examination, review, and evaluation by the Marine Corps Nonappropriated Fund Accounting Service (MCNAFAS), see reference (w), Certified Public Accountants, and other Federal organizations of the records, controls, practices, and procedures in the area of financial and operational management of MCCS NAFFI activities.
8. Common Support. The direct support used to fund the management, administration, and operation of more than one MCCS program or category and that is not easily or readily identifiable to a specific MCCS Program. Examples of common support are central accounting office functions, civilian personnel office functions, ECECS, common warehousing functions, and central procurement function.
9. Communications. Applies to electronic communications (for example, telephone, teletype, television, fax, modem, Defense Switched Network, Automatic Data Information Network, on-base telecommunications cable); postage service (dispatch of official mail and rental of post office boxes, domestic, international, or military postal service); and printing and reproduction, including work done on printing presses, lithographing, and other duplicating related to binding operations, photography, microfilming, formats and forms development, editing, and graphics).
10. Commanders/Commander Supporting Establishment (also called Major Commanders). COMMARCORBASESLANT, COMMARCORBASESPAC, COMMARFORRES, MCCDC, MCRC, COMMARFORLOGBASES.
11. Contract. Includes purchase orders, delivery orders, contracts, and any modifications.
12. Contracting Officer. An employee of the MCCS activity, either military or civilian, who has been granted the authority to commit MCCS NAFFI funds. Contracting Officers have authority to execute, administer, interpret, terminate, and make determinations related to the contract. This authority is conferred in writing by CMC (MR) in a Certificate of Appointment. MCCS activities may have several contracting officers, including the Head of Business Operations and the Head of the General

Support who purchases equipment, supplies, food, and support services. Additional key people in these branches may also be appointed contracting officers as necessary. In no event will an AC/S or Director MCCS or fund custodian be appointed as contracting officer or purchasing agent.

13. Conversion. Work required to adjust interior arrangements or other physical characteristics of an existing facility, or part of a facility, so it may be used for a new purpose where the facility category code changes. This includes equipment installed in, and made a part of, the existing facility. Work required to adjust interior arrangements or other physical characteristics of an existing facility, that does not change the primary purpose of the MCCS activity and/or program being conducted within the facility is not a conversion and is not reported or reviewed as a new NAF construction project.

14. Crisis Response Services. Provision of immediate, short-term assistance in response to an acute crisis situation, designed to initiate actions necessary for restoration of functioning to the pre-crisis level. The typical steps are designed to: (1) reduce disabling tension and anxiety, (2) initiate adaptive problem solving, and (3) develop plans for additional/further assistance. The goals of crisis assistance are limited in scope and include relief of presenting symptoms, identification of remedial measures, and linkage to additional source(s) of ongoing assistance.

15. Custodian. A custodian is an individual given responsibility to care for MCCS NAFI funds or property. A fund custodian is responsible for the safekeeping, deposit, disbursement, and accountability for all funds entrusted to them. They occupy a position of special trust and owe a fundamental duty to safeguard and promote the interests of the NAFI. They must submit required budgets as well as ensure that accounting records are kept according to generally accepted accounting principals (GAAP). The custodian is also responsible for the safekeeping and preservation of MCCS records, stock and other equipment. Custodians will be held individually responsible for losses resulting from fraud or failure to exercise their duties prudently with the skill expected of a person with similar training and experience.

16. Custodial and Janitorial Service. Applies to the manpower, supplies, and equipment the installation engineer or contractor provides to maintain facilities in a clean and safe condition.

17. Customer Driven. Programs and services provided based on customer input.

18. Data Automation. Applies to automated data processing system development or operation.

19. Equipment Maintenance and Repair. Applies to the maintenance, repair, and overhaul of equipment either belonging to, or on loan to MCCS.

20. Exchange Student. A student from another country, accepted by a school-sponsored exchange student program, afforded the opportunity to learn and live with a military family within the United States while attending school for one academic year or semester. The host family assumes responsibility for the student's room and board. The student's parents provide the student with an appropriate allowance. Payment for round trip airline tickets, issued to their final destinations, and medical coverage for the entire duration of the child's stay with the military family in the United States are determined by the school-sponsored program.

21. Executive Control and Essential Command Supervision (ECECS). Those managerial staff functions and positions located above the direct program managerial and operational level of individual MCCS Programs that support planning, organizing, directing, coordinating, and controlling the overall operations of MCCS Programs. ECECS consists of program, fiscal, logistical, and other managerial functions that are required to ensure oversight.

22. Facilities Maintenance. Refers to day-to-day work required to preserve real property facilities and prevent premature failure or wearing out of system components (electrical, mechanical, heating and air conditioning, plumbing, roofing, foundations, doors, windows, etc.) or damage to the facility interior resulting from failure of a facility system or to meet health and safety requirements, etc. Work required to prevent or correct all safety deficiencies; ensure the structural and operational integrity of the building components (such as roofing, foundations, ceiling, floors, walls, windows, doors, etc.); and installed building equipment and systems (such as plumbing, heating, ventilating, cooling, air conditioning, electrical fire protection, and security, etc.); and preserve the existing exterior of a facility.

23. Facility Repair. Work that is required to restore a facility structure, components, and systems to its safe, effective, and economical support of assigned missions and

organizations. If this repair work is done to support activities that are authorized to receive APF support, it may be funded with APF. For such projects, repair work costing up to \$5 million for an entire single purpose facility or one or more functional areas of a multipurpose facility can be funded from the Operations and Maintenance appropriation in accordance with 10 USC 2811. Repairs costing more than \$5 million require Secretary of the Navy approval. As a general guideline, when it is estimated that repair costs would exceed 70 percent of replacement costs, replacement rather than repair is recommended.

24. Family Life Education. Includes prevention and enrichment programs designed for individuals, couples, and families. Prevention and enrichment programs provide knowledge, social relationship skills, and support throughout the family life cycle by enhancing self-esteem, strengthening interpersonal competencies, and offering educational activities to individuals and families for their respective roles, tasks, and responsibilities. This category includes programs focused on the prevention of child and spouse abuse.

25. Family Member. Individuals whose relationship to the sponsor leads to entitlements, benefits, or privileges administered by the Uniformed Services or are eligible for issuance of a family member ID card (DD form 1173). Foster children and exchange students are considered family members for purposes of eligibility for MCCS MWR activities, except exchanges and child development centers.

26. Family Member Employment Assistance. A program conducted by specially trained counselors who help military spouses, other family members, and DoD military personnel find public and private sector employment. The program includes, but is not limited to, workshops, career counseling, self-employment skills, job referrals, and guidance on self-employment in Government quarters.

27. Financial Fitness. Programs conducted by specially trained counselors who provide personal and family financial education, information services, and assistance, including, but not limited to, consumer education, advice and assistance on budgeting and debt liquidation, retirement planning, and savings and investment counseling.

28. Foster Child. A child, other than a sponsor's biological or adopted child, who is residing in a sponsor's home, and whose care, comfort, education, and upbringing have been entrusted to

the sponsor on a temporary or permanent basis by a court or civilian agency, or by a parent of the child.

29. Fundraising Events. A fundraising event is defined as any specially planned activity or event of limited duration sponsored by a MCCS or miscellaneous NAFI for the purpose of generating money to support the sponsoring NAFI. Charitable fundraising events are specifically excluded from this definition.

30. Grounds Maintenance. Scheduled routine maintenance conducted on installation grounds, lawn shrubbery, flowers, landscaping, and picnic and park areas (on and off installation recreation sites). Excludes golf course grounds except grounds surrounding the immediate area of the club house.

31. Information and Referral. The active linkage of individuals with unresolved information needs with the source(s) and/or resources) that are best capable of addressing those needs. Information and referral embodies a continuum of assistance that includes answering questions, simple referrals, complex referrals that involve identifying needs and locating resources, and client and case advocacy. Examples include, but are not limited to, social services, schools, child care, eldercare, adoption, volunteerism, and community resources.

32. Installation. Any DoD real property, area, or facility that is controlled, owned, leased, or funded by the Department of Defense.

33. Market Analysis. Identification of the market and analysis of needs and desires of that market.

34. Major Commanders. See Definition 10.

35. MCCS NAFI Facilities. A building, structure, land area, or other real property improvement primarily used for MCCS MWR activities.

36. MCCS MWR Activity Programs. Those military MCCS MWR activities (exclusive of private organizations) located on DoD installations or on property controlled (by lease or other means) by the Department of Defense or furnished by a DoD contractor that provide for the mission sustainment, community support, and other revenue generating programs for authorized DoD personnel. They include programs listed in Appendix B. Civilian employee NAFI activities are controlled by MCO 12790.2.

37. MCCS MWR Activity Program Operations (Maintenance Support). Applies to work accomplished within a facility in support of an MCCS MWR activity such as repair and maintenance of bowling lanes, pin setting equipment, floor covering, (for example, carpet, hardwood, decorative tile), wall coverings, decorative light fixtures to include chandeliers, club bars, lounges, snack bars, kitchens (including grease traps, range hoods and ducts, etc.), golf clubhouse locker rooms, riding stables and fencing, marina docks, dredging, and repair of bulkheads. Also applies to equipment maintenance that is a direct function of the activity (for example, repair of stoves, cash registers, point of sale systems, dishwashers, liquor systems, and walk in coolers).

38. Military Community. Includes U.S. military and family members and DoD civilian population working and assigned to DoD installations. Also includes retired U.S. military and other authorized patrons.

39. Military Construction. Applies to the erection or installation of new buildings or systems, additions, and conversions, including major repair work. See 10 USC 2801 for APF projects.

40. Minor Construction. Applies to erecting, adding, expanding, altering, converting, replacing, or relocating an existing facility, provided the cost does not exceed certain dollar limits for APF projects.

41. Mobility and/or Deployment Assistance. Programs and support activities designed to help single and married DoD personnel and their families to manage successfully the challenges of mobilization and deployments before, during, and after they occur. Deployment support programs help reduce personal and family emergencies and stress during deployments and assist members and families in dealing with separation. The goal is to increase individual and family morale, unit cohesion, and operational readiness by keeping Military Service members on station and functioning well during deployments and as appropriate during activation of Reserve personnel. Personal Services also support deployment readiness by providing information and counseling to assist members responsible for developing family care plans.

42. Nonappropriated Fund NAF. Cash and other assets received from sources other than moneys appropriated by the Congress of the United States. (NAFs use be resources of an approved NAFL.) NAFs are U.S. Government funds, but they are separate and apart from funds that are recorded in the books of the Treasury of the

United States. They are used for the collective benefit of the authorized patrons who generate them.

43. NAF Construction. Single undertaking that produces a complete and usable facility or a complete and usable conversion of an existing facility. (See "conversion" definition) Construction includes erection, installation, or assembly of a new facility; the addition, expansion, extension, relocation, or replacement of an existing facility; and site preparation, excavation, filling, landscaping, land improvements, utility connections, and installed equipment therein.

44. Nonappropriated Fund Instrumentality (NAFI). An integral Marine Corps organizational and fiscal entity that performs Government functions of the MCCS MWR activities. As an instrumentality of the US Government, it enjoys the same immunities and privileges as the US Government in the absence of specific Federal statute. A NAFI acts in its own name to provide or assist the Marine Corps in providing programs for authorized patrons. As a fiscal entity, it maintains custody of and control over its NAF and administers appropriated resources to carry out its purposes.

45. NAF Employee. A person employed by a NAFI program and compensated from NAF's. Does not include contractor personnel.

46. Outreach. The primary focus of outreach is to deliver services to geographically or socially isolated families, families new to the military, geographically separated family members, and newly arrived Service members and families at an installation. Outreach efforts and programs shall provide a systematic method of assessing the needs of the military community, organizing the delivery of services, and identifying and developing needed services. Outreach shall focus on education and prevention, direct services, and organizing support networks to encourage self-help.

47. Overseas Location. Any installation located outside the 48 contiguous United States.

48. Public/Private Venture. A public private venture is a contractual agreement between a Marine Corps (NAFI) and a non-Federal entity, that is entered into for the purpose of a non-Federal entity providing goods, services or facilities to authorized MCCS joint funded activity patrons. A non-Federal entity may, through a P/PV, provide a portion or all of the financing, design, construction, equipment, staffing and operation of a program, service or facility.

49. Purchasing Agent. A military or civilian employee of the MCCS NAFI activity who has been granted the authority to commit MCCS NAFI funds. Purchasing agents are usually employed in a Support Branch and are authorized to sign purchase orders, delivery orders, and act as ordering agents. An example is the individual who purchases food items for the clubs.

50. Premium. Coupons, product samples, and other similar items or media offered by merchandisers as enticements to purchase commercial products and merchandise.

51. Ready Reserve. Comprised of military members of the National Guard and Reserve, organized in units or as individuals, liable for recall to active duty in time of war or national emergency under 10 USC 672 and 673. The Ready Reserve consists of three sub categories: the Selected Reserve, the individual Ready Reserve, and the National Guard.

52. Relocation Assistance. Provides support, information, preparation, and education for managing the demands of the mobile military lifestyle. The program provides continued support throughout the entire assignment process. Essential components include, but are not limited to, briefings, workshops, sponsorship, counseling before and after moving, and emergency services.

53. Remote and Isolated Installation.

a. Includes certain installations (with Category C programs) which may not be capable of self-sufficiency due to extenuating circumstances. Those Category C programs at installations, designated as remote and isolated for MCCS MWR program purposes, are authorized, generally, the same type of funding as Category B programs. These exemptions are allowed because these locations are isolated or are exceptional due to conditions that make them very similar to isolated and remote locations. The major factors in evaluating potential candidates for remote and isolated status are the installation's financial capability, performance, and degree of assistance provided by major commands and the Military Service. Other factors that may assist in evaluating the installation as a remote and isolated location include extenuating circumstances that may seriously hinder operation of the installations Category C program. These may include:

(1) Special security conditions, such as continued threat of civil disorder, political unrest, criminal activity, or terrorist attack that prevent authorized personnel from using on and off-base recreation facilities.

(2) Significant currency fluctuation that greatly affect the cost of all goods and services purchased on the local economy, including MCCS MWR activities.

(3) Extreme climatic or environmental conditions that routinely and for extended periods prevent the use of off-base recreational activities.

(4) Locations where the mission requires a capability to provide MWR support as a result of significant temporary increase or decrease in personnel who are not part of the regular manning complement of the base, but are assigned for training, for liberty, or for other temporary purposes.

(5) Short tour location

(a) Assignment locations less than 36 months accompanied or 24 months unaccompanied.

(b) Short tour locations established in recognition of community support, family separation, environmental, cultural, minion, or other factors.

(c) Conditions at short tour locations that are judged to create enough of a hardship on the military member that a reduced tour length is appropriate.

(6) Geographic separation

(a) Installations or sites with less than 3,000 active duty military assigned that are at least 1-hour commuting time (during normal driving conditions) from a community (or other military installation) that has three or more different Category C type programs, with one or more of these activities being a bowling center, golf course, or marina.

(b) Significant cultural differences.

b. Commands that are designated as remote and isolated are: Marine Corps Logistics Base (MCLB), Albany; MCLB Barstow; Marine Corps Air Station (MCAS), Beaufort; Marine Corps Recruit Depot, Parris Island; Marine Corps Air Ground Combat Center, Twentynine Palms; MCAS Yuma; MCB Camp Butler; MCAS Iwakuni.

54. Rents. Applies to the use or possession of non-DoD lands, buildings, and other improvements and installed equipment for a specified period through contract, lease agreement, or other

legal instrument when authority is granted through appropriate channels.

55. Resale Activities. The acquisition and resale of goods and services conducted by MCCS MWR activities or concessionaires. Specifically excluded from this definition are user fees, interest, and other sources of income not directly related to the sale or resale of merchandise and services.

56. Retired Personnel

a. Uniformed Personnel

(1) All personnel carried on the official retired lists (Active and Reserve) of the Uniformed Services, who are retired with pay, granted retirement pay for physical disability, or entitled to retirement pay whether or not such pay is waived.

(2) Members of the Retired Reserve who have qualified for retired pay at age 60, but who have not yet reached age 60.

(3) Personnel of the emergency officers' retired list of the Army, Navy, Air Force, and Marine Corps who are retired under 38 USC 106 and 109.

(4) Retired officers and crews of vessels, and lighthouse keepers and depot keepers of the former Lighthouse Service under 30 USC 754.

(5) Retired officers of vessels of the NOAA and its predecessors, the Coast & Geodetic Survey, and the Environmental Sciences Services Administration.

b. Retired DoD Civilian Employees. Those retired NAF and APF civilian employees of the DoD and its Components.

57. Supplies. Expendable items that are consumed or lose their identity when used, or whose low value do not require the same accountability required for equipment.

58. Surviving Family Members. Family members of a Service member who died while on active duty or while in a retired status, who are dependent on the surviving spouse for over half of their support.

59. Surviving Spouse. A widow or widower of a Service member who died while on active duty or while in a retired status, who

has not remarried or who, if remarried, has reverted through divorce, annulment, or the demise of the spouse, to an unmarried status.

60. Utilities. Includes the cost of water, gas, electricity, and other utility services (such as telephone, cable and local area network infrastructure requirements) used by MCCS MWR activities. Rates charged will not include incremental or prorated share of overhead, maintenance, and repair to utility systems, or capital investments in the installation's utility infrastructure systems unless otherwise specified by a memorandum of agreement (MOA) or Inter-Service Support Agreement (ISSA).

61. Volunteer Coordination. A system to enhance effective recruitment, reimbursement, training, supervision, recognition, logistical support for, and use of, volunteers on an installation.

MCCS POLICY MANUAL

APPENDIX B

MCCS ACTIVITIES

A. CATEGORY A - MISSION SUSTAINING

1. Armed Forces Professional Entertainment Program Overseas
2. Free Admission Motion Pictures
3. Physical Fitness and Aquatic Training
4. Library Programs and Information Services
5. On-Installation Parks and Picnic Areas
6. Basic Social Recreation Activities
7. Shipboard, Company, and/or Unit Level Activities
8. Sports and Athletics (Self-Directed, Unit Level, Intramural)
9. Marine Corps Family Team Building Activities
 - a. Key Volunteer Network
 - b. Lifestyle Insights, Networking, Knowledge and Skills
 - c. Spouses' Leadership Seminar
 - d. Prevention Relationship and Enhancement Program
 - e. Chaplains Religious Enrichment Development Operations

B. CATEGORY B - BASIC COMMUNITY SUPPORT

1. Child Care and Youth Activities
 - a. Child Development Activities
 - b. Youth Activities
 - c. Family Child Care
 - d. School Age Care
 - e. Resource and Referral

2. Community Activities

- a. Cable and/or Community Television (TV)
- b. Recreation Information, Tickets, and Tours Services
- c. Recreational Swimming

3. Outdoor Recreation Activities

- a. Directed Outdoor Activities
- b. Outdoor Recreation Equipment Checkout
- c. Boating without Resale or Private Berthing
- d. Camping (Primitive and/or Tents)
- e. Riding Stables, Government owned or leased horses

4. Individual Recreation Skill Activities

- a. Amateur Radio
- b. Performing Arts (Music, Drama, and Theater)
- c. Arts and Crafts Skill Development
- d. Automotive Crafts Skill Development
- e. Bowling (12 Lanes or Less)
- f. Other

5. Sports Programs Above The Intramural Level

C. CATEGORY C - REVENUE GENERATING

1. Food & Hospitality

a. Joint Service Facilities and/or Armed Forces
Recreation Centers

b. Food, Beverage, and Entertainment Activities

(1) Membership Club Program

(2) Non-membership Program

(3) Snack bars Incidental to Operation of Other Activities

c. Unofficial Lodging Program

(1) Recreational Lodging (Cabins, Cottages, Trailers, Trailer and/or Recreational Vehicle (RV) Parks with Hook-Ups)

(2) PCS Lodging Facilities

2. Retail Stores (Exchanges)

3. Services Activities

4. Other Special Interest Activities

- a. Flying Activities
- b. Parachute and Sky Diving Activities
- c. Rod and Gun Activities
- d. Scuba and Diving Activities
- e. Horseback Riding
- f. Video Activities
- g. Other

5. Other Revenue-Generating Activities

- a. Resale (Other Than Exchanges)
- b. Amusement and Recreation Machines and/or Gaming
- c. Bowling (Over 12 Lanes)
- d. Golf
- e. Boating (With Resale or Private Boat Berthing)
- f. Equipment Rental
- g. Unofficial Commercial Travel Services
- h. Other

D. CATEGORY E - MCCS APF ACTIVITIES. Personal Services.

1. Prevention Services

- a. Exceptional Family Members
- b. Information and Referral
- c. Life Skills Management Programs
- d. New Parent Support
- e. Personal Financial Management
- f. Retired Activities
- g. Suicide Prevention

2. Counseling Services

- a. Individual, Marriage and Family Counseling
- b. Clinical Counseling
- c. Family Advocacy and Support Services
- d. Rape and Sexual Assault Response Services and Related Education
- e. Substance Abuse Assessment, Intervention and Rehabilitation
- f. Victim Advocacy

3. Mobility Support

- a. Family Member Employment Assistance
- b. Personal Sponsorship
- c. Relocation Assistance
- d. Transition Assistance

4. Lifelong Learning (Except Libraries)

MCCS POLICY MANUAL

APPENDIX C

MCCS ACTIVITY APF SUPPORT TABLE OF AUTHORIZATION

(Note: All MCCS Category E APF funded activities are authorized total APF funding support and are not addressed in this chart.)

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED		
	A	B	C
1. MILITARY PERSONNEL. (See paragraph 1400 of this Manual.)	Y	Y	Y
2. CIVILIAN PERSONNEL			
a. Permanent and/or Temporary Assignment			
(1) Executive Control & Essential Command Supervision (ECECS) at Headquarters & Installation levels.	Y	Y	Y
(2) Managerial and supervisory functions.	Y	Y	Y
(3) Base Realignment and Closure (PRAC related costs for NAF and APF employees).	Y	Y	Y
(4) Personnel directly and primarily involved in resale.	N	N	N
(5) All other functions.	Y	Y	N
b. Additional or Collateral MWR Activity Duties. Same authorization as subsection 2.a, above.			

MCCS POLICY MANUAL

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED A B C		
<p>3. TRAVEL OF PERSONNEL</p> <p>a. Permanent Change of Station (PCS) Same authorization as subsection 2.a., above.</p> <p>b. Temporary Duty (TDY and/or TAD) Travel.</p> <p>(1) APF Employees and military members.</p> <p>(2) NAF employees, regardless of position or activity category, when travel is directed by a DoD component or organization and the TDY is for a Government purpose related directly to function authorized APF support.</p> <p>(3) NAF employees on NAF business.</p> <p>(4) International and national sports competition authorized by statute and other DoD issuance to include command supervision. (Does not prevent space available travel by participants in athletic, recreation, and entertainment events programs.)</p> <p>c. Use of Vehicles. Includes motor pool controlled vehicles.</p> <p>(1) To assist in ECECS.</p> <p>(2) Other than to assist in ECECS. When not authorized, use of reimbursable lease is allowed.</p> <p>d. Household Goods. Applies to the authorized transportation of household goods for either:</p> <p>(1) APF Personnel.</p> <p>(2) NAF Personnel.</p>	<p></p> <p></p> <p></p> <p>Y</p> <p>Y</p> <p>N</p> <p>Y</p> <p></p> <p>Y</p> <p>Y</p> <p></p> <p>Y</p> <p>Y</p> <p></p> <p>Y</p> <p>Y</p>	<p></p> <p></p> <p></p> <p>Y</p> <p>Y</p> <p>N</p> <p>Y</p> <p>Y</p> <p>N</p> <p></p> <p>Y</p> <p>Y</p> <p></p> <p>Y</p> <p>1</p>	<p></p> <p></p> <p></p> <p>Y</p> <p>Y</p> <p>N</p> <p></p> <p></p> <p></p> <p>N</p> <p></p> <p></p> <p></p> <p>Y</p> <p>1</p>

MCCS POLICY MANUAL

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED		
	A	B	C
4. TRANSPORTATION OF THINGS			
a. APF Purchased Goods Applies to transoceanic and inland transportation of U.S. or foreign goods.	Y	Y	Y
b. NAF Purchased Goods			
(1) Transoceanic US. and Foreign Goods Applies to the movement of goods to and from CONUS sea and aerial ports of debarkation to the first destination overseas (referred to as-second destination charges) including Alaska, Hawaii, and to the first foreign destination (including Guam and overseas territories of the United States) for goods stocked and redistributed or procured from Alaska and Hawaii. Includes excess property.	Y	Y	Y
(2) Inland			
(a) Movement of U.S. and foreign goods in foreign areas where commercial transportation is not readily available and in combat zones. Includes the movement of goods to isolated locations.	Y	Y	1
(b) Movement of U.S. goods within foreign countries from port of embarkation to first destination of bulk breakdown point. Includes the movement of goods to isolated locations.	Y	1	1
(c) Movement of foreign goods within foreign countries from port of embarkation to first destination of bulk breakdown point.	Y	Y	Y
(d) Movement of U.S. goods between DoD installations because of base closure, or to safeguard goods under emergency conditions; e.g., threats of hostile force or natural disaster.	Y	Y	Y

MCCS POLICY MANUAL

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED		
	A	B	C
5. COMMUNICATIONS. See definition in Appendix A of this Manual.			
a. ECECS	Y	Y	Y
b. All others	Y	Y	N
6. UTILITIES AND RENTS. See definitions in Appendix A.			
a. Utilities. See definition.			
(1) CONUS	Y	Y	N
(2) OCONUS	Y	Y	Y
b. Rents. See definition.	Y	Y	N
7. MAINTENANCE AND REPAIR TO SUPPORT MCCS MWR ACTIVITIY OPERATIONS			
a. MCCS MWR Activity Program Operations. Applies to that work required to be accomplished within a facility in support of the joint funded activity program such as repair and maintenance of wall coverings, decorating, lighting, carpeting, theater seats, etc.	Y	Y	N
b. Equipment Maintenance and Repair			
(1) APF.	Y	Y	Y
(2) NAF.	N	N	N
8. INVESTMENT EQUIPMENT. Relates to the acquisition and use of equipment classified as investment items.	Y	Y	2

MCCS POLICY MANUAL

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED		
	A	B	C
9. SUPPLIES. See definition in Appendix A. Included in this group are clothing, tentage, organizational tools, and administrative and housekeeping supplies, petroleum fuels, lubricants, preservative, coolants, oil derivatives (other than aircraft and boat petroleum, oil, and lubricants, in section 12 of this Appendix below):			
a. ECECS	Y	Y	Y
b. Related to resale	N	N	N
c. Food supplies for meals served in child development and youth programs	N	Y	N
d. All other supplies	Y	Y	N
10. EQUIPMENT. Includes the acquisition cost of any item of equipment, furniture, or furnishings that does not meet the criteria of an investment cost.			
a. ECECS	Y	Y	Y
b. Related to resale	N	N	N
c. Surplus and/or excess Government equipment	Y	Y	Y
d. Equipment for rental	N	N	N
e. All other equipment.	Y	Y	N
11. MERCHANDISE AND SERVICE. Pertains to merchandise and services procured by an MCCS MWR activity program for resale.	N	N	N
12. MCCS AIRCRAFT AND BOAT PETROLEUM, OIL, AND LUBRICANTS (POL). Applies to POL (including fuel additives) consumed by aircraft and boats operated in conjunction with the MCCS Program (does not include cost for travel of personnel). (See section 3 of this Appendix, above.) For transportation of things, see section 4 above.	N	N	N

MCCS POLICY MANUAL

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED		
	A	B	C
13. SERVICES			
a. Education and Training. APF non-tuition courses may not charge for NAF employees attending.	Y	Y	3
b. All Auditing Services. See definition in Appendix A. Work done by DoD Component audit organization or independent commercial auditors as part of Service or major command BCECS.	Y	Y	Y
c. Data Automation. See definition.			
(1) ECECS.	Y	Y	Y
(2) All Other.	Y	Y	N
d. Legal Services. Service and assistance from Judge Advocate General and General Counsel or military and civilian assignment authorizations deemed appropriate by CMC. Includes internal civilian staff as integral element of MCCS MWR Activity.	Y	Y	Y
e. Custodial and Janitorial Service. See definition.	Y	Y	N
f. Grounds Maintenance. Applies to work required to maintain surrounding building grounds. Golf course must be NAF funded except ground surrounding immediate area of the club house. (Also see note 6)	Y	Y	Y
g. Other Services. Services associated with protecting health and safety. Services commonly supplied and provided as a command function to all installation employees and organizations. Examples include fire protection, security, safety, rescue, pest control, snow removal, sewage, trash and garbage removal, repair and cleanup of underground storage tank leaks, environmental compliance, vet and medical support, sanitation inspection, maintenance of common grounds, etc.	Y	Y	Y

MCCS POLICY MANUAL

ELEMENT OF RESOURCE	APF SUPPORT AUTHORIZED		
	A	B	C
14. CONSTRUCTION			
a. Architectural and Engineering Services. See definition in Appendix A.			
(1) APF Construction	Y	Y	Y
(2) NAF Construction. Applies for scheduled projects as approved by the DoD Components concerned, provided no additional manpower authorizations are required.	Y	Y	Y
b. Minor Construction. See definition.	Y	4,5	5
c. Military Construction. See definition.	Y	4,5	5
d. Facilities Maintenance. See definition.	Y	Y	Y
e. Facility Repair. See definition.			
(1) APF owned and/or leased	Y	Y	Y
(2) NAF owned and/or leased	N	N	N

NOTES:

1- Initial APF funding is authorized only when NAF will reimburse (except at BRAC locations that are authorized appropriate funds).

2- Investment equipment in support of food preparation equipment and the use of surplus or excess equipment is authorized.

3- APF's may be used to fund NAF employee courses for training that is not job unique; examples include but are not limited to, management and/or leader development courses, quality training, health and safety, sexual harassment, etc.

4- APF's authorized for youth activities OCONUS. APF's are required for Child Development Centers.

5- APF's may be used for all community facility construction related to the establishment, activation, or expansion (e.g. 25% in 1 year) of a DoD installation or relocation of facilities for convenience of the Government; replacement of facilities denied

MCCS POLICY MANUAL

by country-to-country agreements; restoration of facilities destroyed by acts of God, fire, or terrorism; and to correct health and life safety deficiencies such as sprinkler or fire alarm systems, environmental compliance, or removal of asbestos.

6- Special Note: See paragraph 1202 for funding of remote and isolated locations which allows such locations to receive the same type of APF support as Category B programs.

7- Special Note: Nonappropriated funds shall not be used for the following:

- a. Any military personnel cost for personnel serving in their military duties.

- b. Travel costs associated with subsection 3.b(4) for Category A and/or C activities.

- c. Transportation of households goods for APF personnel in any Category A/B/C activity.

- d. Any utility or rent cost for any CONUS Category A and/or B activity, see subsection 6.a above.

- e. Any utility cost for any OCONUS Category A/B/C activity, see subsection 6.a above.

- f. Any other service cost as defined in subsection 13.g for any Category A/B/C activity.

- g. Any architectural and engineering services for any APF construction project.

- h. Any military construction for any Category A activity.